



“**DURING THE CRISIS**” is a valuable guide, prepared for financial services professionals, to help them and their teams through times of crisis. **DURING THE CRISIS** provides actionable advice for your leadership to improve the quality of your decision-making process. This guide is being made available to members of the Investments & Wealth Institute® with content prepared by 3ethos®. For additional information and resources, visit the Institute’s [Turbulent Times Toolkit](#) or our respective websites www.investmentsandwealth.org and www.3ethos.com

1. FOCUS

In a crisis, our natural tendency is to manage. Instead, you should focus more on leadership and less on management. Intrinsic values become more important than extrinsic values. Be more purposeful and less procedural. Focus on what you can control and less on what you can’t.

2. HAVE CHARACTER

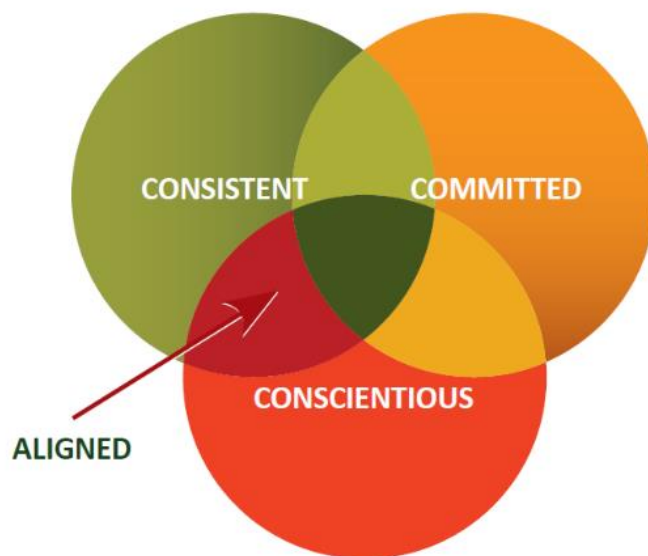
For better or for worse, this is going to be a defining moment in your professional career. It will reveal your true character, your level of competence, and your capacity for compassion. In times of crisis, the level of engagement of your staff will be tested. It will reveal whether your clients trust you. It will Shape your reputation and legacy.

3. TEMPER URGENCY

Slow your operational rhythm. There’s no rush. Business is not going to snap back to what it was before the crisis. Use this time to regroup and create a shared vision with staff and clients on what your practice/firm will look like after the crisis.

4. BE ALIGNED

You must demonstrate that you are being situationally aware and sensitive to objectives through being consistent, committed, and conscientious.



Being situationally aware and sensitive to objectives.



5. BE EFFECTIVE

Those you serve will disengage if they don't see you as an effective leader. They will be anxious if they don't see you as an effective steward. They will be confused if they don't see you as an effective decision-maker.

6. BE TRANSPARENT

Be candid with staff and clients about your current capabilities, needs, and challenges.

7. INTEGRITY IS CONTAGEOUS

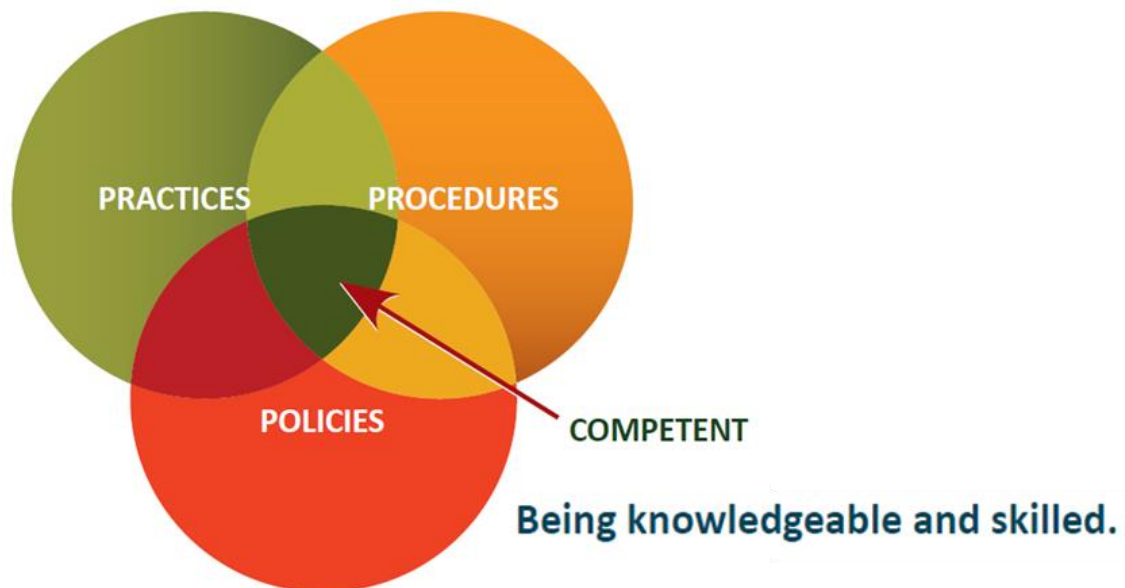
Be a model for integrity and trust and hold other accountable for acting similarly.

8. DO THE RIGHT THING

Choose the harder right instead of the easier wrong.

9. BE COMPETENT

Being knowledgeable and skilled in practices, procedures, and policies, you will be competent.





10. COMMUNICATE

Triple your communications cadence. If before the crisis you only reached out to clients once a quarter, now you should be briefing them, at least, once a month. If before the crisis you had a staff meeting once a week, now you should be holding them daily.

11. DO NOT MICROMANAGE

Delegate more and micromanage less. Extend more trust to the emerging leaders within your organization.

12. PREEMPT PROBLEMS

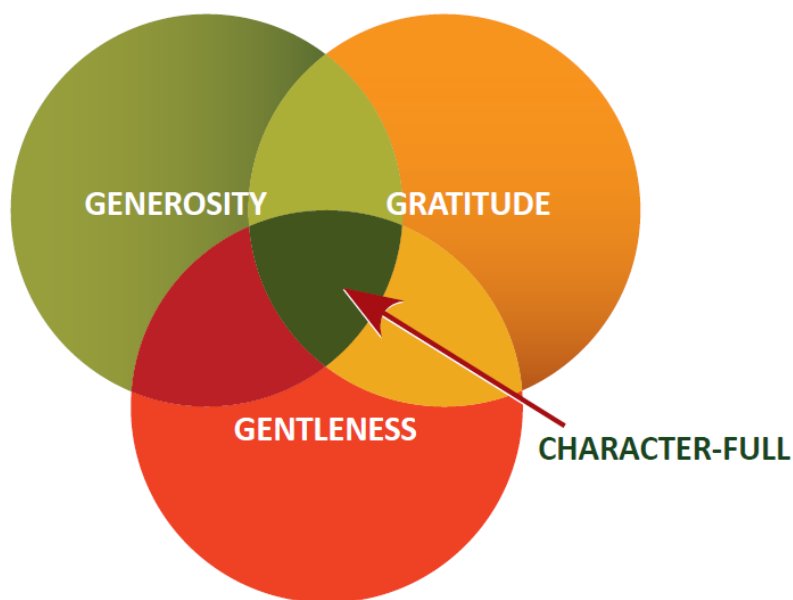
Get out ahead of problems you see coming; problems only get bigger during a crisis.

13. BE KIND

It's critical that you demonstrate your capacity for compassion, empathy, and benevolence.

14. BE CHARACTER-FULL

Being disciplined, thorough, and doing what's right, and having a combination of generosity, gratitude, and gentleness, you will be character-full.



Being disciplined, thorough, and doing what's right.



15. DO MORE

You'll be expected to do MORE. Admit MORE weaknesses and mistakes. Offer MORE feedback. Make and keep MORE promises. Give the benefit of the doubt MORE often. Offer and accept MORE apologies. Acknowledge the efforts and skills of MORE people. Offer to help with MORE activities outside your scope of responsibility.

16. LEARN

Learn from both your successes and failures so that you're even better prepared for the next crisis.

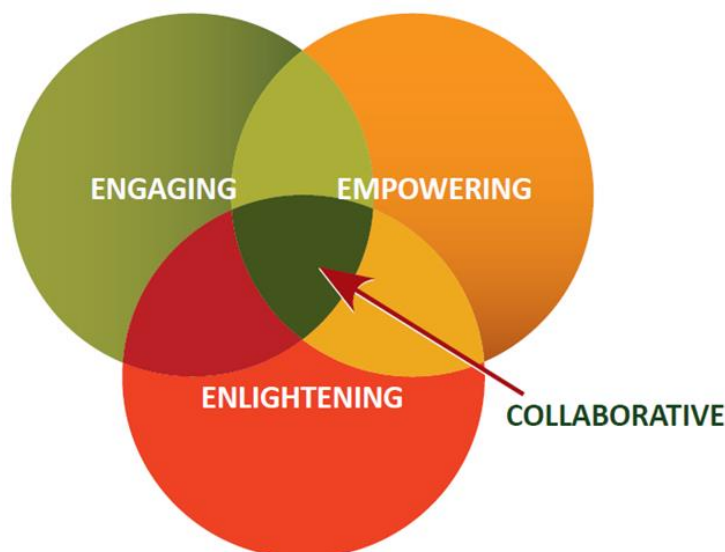
17. RECOGNIZE EMERGING LEADERSHIP

During a crisis, Tribal leaders will emerge. Those who exhibit traits like competency are more focused on the tribe (It's about the tribe). Those who extol personal accomplishments are more focused on themselves as the warrior (It's about the warrior). Tribal leaders are chosen based on their:

- a. Competence – capacity to marshal resources for the tribe.
- b. Alignment – understanding of the needs of the tribe.
- c. Attentiveness – responsiveness to the tribe's requests.
- d. Character – accountability to the tribe.
- e. Adaptiveness – capacity for problem solving.
- f. Collaboration – ability to work with tribal members.
- g. Courageousness – capacity to overcome risk and fear with fortitude.
- h. Accomplishments – as a warrior and hunter.

18. BE COLLABORATIVE

Capturing the efforts, focus, and attention of others, and being engaging, empowering, and enlightening, you will be collaborative.



Capturing the efforts, focus, and attention of others.



19. DON'T BE AN OSTRICH

Do **not** hunker down and expect that this crisis is going to blow over and that you'll be able to return to business as usual.

20. DO NOT SELL

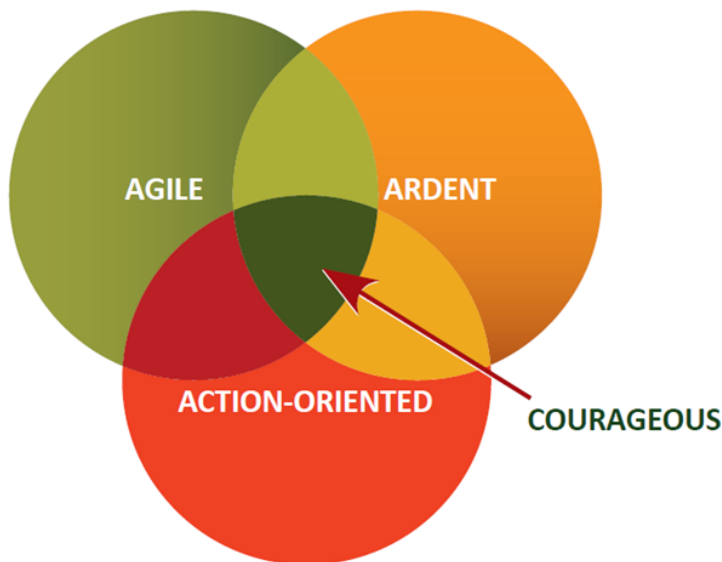
Trying to sell during a crisis demonstrates a lack of compassion and benevolence. This is the time to serve the needs of your loved ones, team, staff, and clients.

21. BE PREPARED FOR DILEMMAS

Demonstrate that you have a framework for responding to emergencies, particularly those of a moral or ethical nature. For you're not going to receive in advance a notice that says: Today, you're going to be faced with an ethical dilemma.

22. BE COURAGEOUS

Facing and overcoming risk and fear with fortitude and calm and being agile, ardent, and action oriented, you will be courageous.



Facing and overcoming risk and fear with fortitude and calm.

23. UNDERSTAND THE 7 STAGES OF GRIEF

During a crisis we are all likely to go through 7 stages. Here is a modified version of Kubler-Ross' Five Stages of Grief. It is important to know what stage you and those around you are going through. **DESPAIR, DENIAL, REGROUP, ASSESS, ADJUST, ACCEPT, and ACCELERATE.**



24. HAVE A GREATER PURPOSE

Your team needs to stay engaged and feel that they have a critical role in this global calamity. Just doing their job and maintaining the status quo is not inspiring and doesn't define a sense of purpose.

25. AUTHENTICITY WILL BE REVEALED

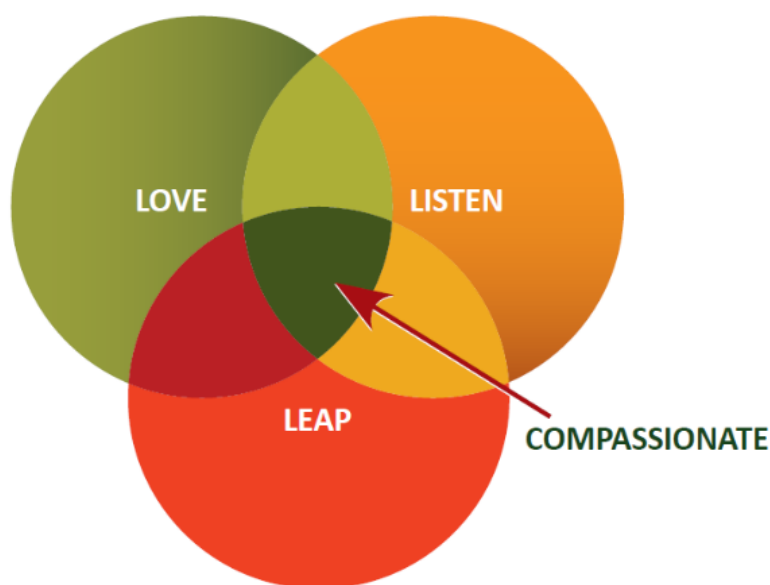
It will be easier to identify authentic leaders and stewards who have a well-developed sense of purpose. For during a crisis, a person's natural behavior cannot be camouflaged.

26. YOU IMPACT OTHERS

Your leadership will be your single most important point of differentiation, and chances are you'll underestimate the impact your leadership is having on others. There is an energy which is generated from authentic leadership, and you are the steward of that power. And, there is no better way to lead through a crisis than to do so for the benefit of others.

27. BE COMPASSIONATE

By placing the interest of others first with love and understanding, you will be compassionate.



Placing the interest of others first.

28. PERSEVERE

Don't be afraid of failure. Master the art of getting back up. Exhibit grit, tenacity, resilience, and perseverance. Learn how to transcribe what you have discovered through failure to become an even better leader.



29. ADAPT

Your team will need a new operational rhythm. New performance metrics. Clear, concise, communications and cadences.

30. MAKE A FRESH START DAILY

Begin every day with a renewed commitment to be a passionate steward of your various leadership roles. Understand that leadership is a privilege, not a right. It's a responsibility, not a title.

31. LEAD DON'T MANAGE

When you're tasked to do more with less, it will be easier to manage than to lead. Just remember that during such trying times, followers will have an even greater need for you to lead.

32. BE ADAPTIVE

Being situationally aware and sensitive to objectives, and demonstrating that you have self-complexity, self-determination, and are situational aware, you will be adaptive.



33. RESOLVE CONFLICTS

One of the keys to building trust will be your ability to enact a fair, just, and transparent process to resolving moral conflicts and to allocating limited resources.



34. SOW THE WIND AND REAP THE WHIRLWIND

When you sow good leadership and stewardship, you'll reap good governance. In the absence of good leadership and stewardship, you'll "Sow the wind and reap the whirlwind*." (*English proverb derived from spiritual texts).

35. MANAGE RESOURCES

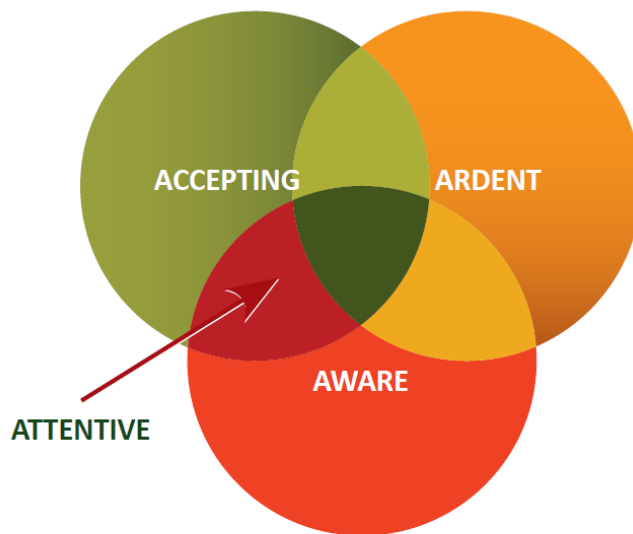
You'll need to identify activities that need to be stopped to save resources, started to acquire and build up resources, and/or continued because you do them better than anyone else! Your capacity for resource management will be tested. Even without a crisis, it's your responsibility to prudently broker your organization's limited resources. During this crisis, it's going to be even more challenging to manage people, budgets, technology, time, and talent.

36. DEMONSTRATE YOUR CAPACITY FOR:

- a. Moral and ethical decision-making.
- b. Strategic framing and creating a shared vision of the present and the future.
- c. Synchronizing operational alignment, mitigating tension, and reconciling conflicts.
- d. Being situationally aware of opportunities and threats.
- e. Self-complexity, and adaptability.
- f. Social astuteness, especially the capacity to network and discover new tribes and communities.

37. BE ATTENTIVE

Effectively organizing data and prioritizing objectives and being accepting, ardent, and aware, you will be attentive



Effectively organizing data and prioritizing objectives.

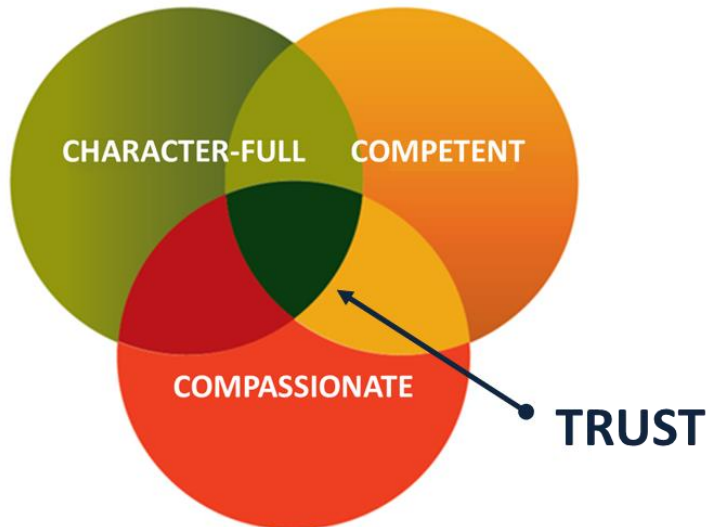


38. INSPIRE OTHERS

The key to your success will be your ability to inspire and engage others. You'll be known for your character, competence, and compassion; and for the sense of purpose and passion you project when protecting the long-term interests of others.

39. TRUST

To be trusted by those you serve, you must be compassionate, competent, and character-full.



40. FEELINGS MATTER

"...people might forget what you said, people might forget what you did, but people will never forget how you made them feel." To paraphrase Maya Angelou.

41. KNOW YOUR ROLE

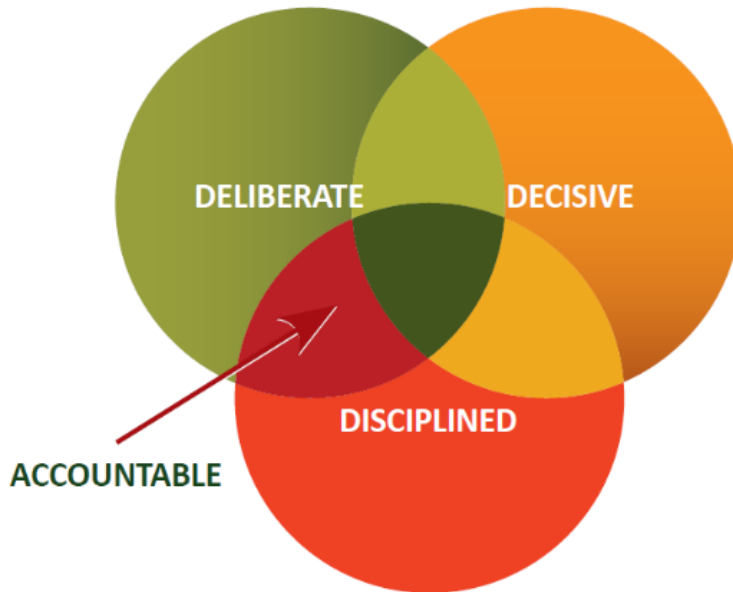
Prepare your team and clients for more market volatility. Provide your team with the resources required to accomplish mission critical objectives. Protect those you serve from mental, physical, emotional, and health related risk.





42. BE ACCOUNTABLE

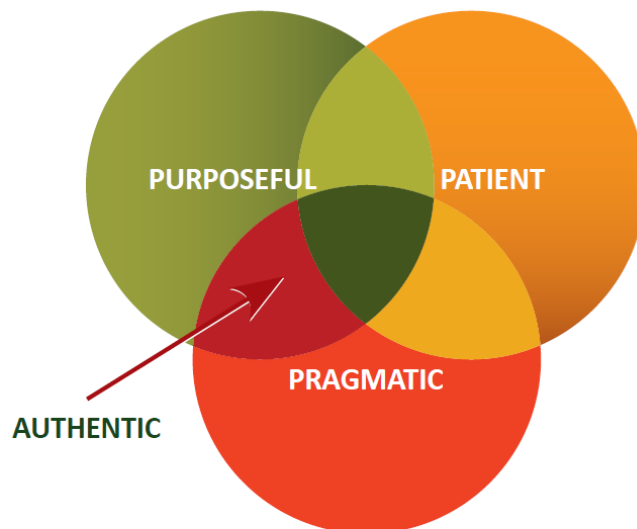
By assuming personal responsibility and being deliberate, decisive, and disciplined, you will be accountable.



Assuming personal responsibility.

43. BE AUTHENTIC

Being genuine, honest, and free from pretense, and being purposeful, patient, and pragmatic, you will be authentic.



Being genuine, honest, and free from pretense.



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44. REMEMBER, EVERY STORM EVENTUALLY RUNS OUT OF RAIN!

Focus on leadership versus management as you navigate through this crisis. **Demonstrate that you are Aligned, Competent, Character-full, Collaborative, Courageous, Compassionate, Adaptive, Attentive, Accountable, and Authentic.** As you lead your team, watch for emerging leadership. Those team members will be the ones you will want on your team for the next storm.



About 3ethos

Behavioral Governance® is a new body of research that examines the interrelationships between Leadership, Stewardship, and Governance. Behavioral Governance is based on the groundbreaking research in Neuro-leadership and the follow-on construct, Neuro-fiduciary®. 3ethos is an organization that inspires and engages key decision-makers who serve in critical leadership roles. Our research and training programs are focused on the intersection between leadership, stewardship and governance. To learn more, visit www.3ethos.com



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