



Steer your ship in a new direction to address changing tides, new crew members, and an obsolete fleet.

- Identifying and owning your leadership style
- Adapting your approach to changing dynamics
- When to call for help (and who to call)
- Navigating tumultuous market factors





Identifying and owning your leadership style

- Identifying it
- Owning It
- Improving It
- Maritime Flag K (Kilo)
 - Maritime Meaning: "I wish to communicate with you."
 - Leadership Relevance:
 - Emphasizes the importance of communication.
 - Effective leaders initiate dialogue, fostering collaboration and clarity within their Teams.



Identifying and owning your leadership style

Identifying it

- Manager vs Subordinate
- Who you like vs Who you want to be
- New Team members

Owning It

- Positive & Negative Traits
- Plan to improve

Improving It

- Age-in and Age-out
- Don't phone a friend

Tools & Resources:

- Insights Discovery: <u>Insights Discovery</u>
- Impulse: <u>Impulse Brain Training</u>





Adapting your approach to changing dynamics

- Defining change
- Adapting your approach
- A B C : Always Be Changing
- Maritime Flag P (Papa)
 - Maritime Meaning: "All persons should report on board as the vessel is about to proceed to sea."
 - Leadership Relevance:
 - Reflects preparation and mobilization.
 - Leaders must rally their Teams and ensure everyone is aligned and ready for a new initiative or challenge.



Adapting your approach to changing dynamics

Defining Change

- What is Working & What is Not
- See things from another perspective
- Address Changing Tides (Align the Team)

Adapting Your Approach

- New Team, New Ideas
- Plan to improve

Always Be Changing

- Embrace AI, Approach with Caution
- Nice to Have vs Need to Have

Tools & Resources:

APPA, <u>PLUGandPLAY</u>, <u>Leap Venture Studio</u>, <u>Purina</u>
<u>PetCare Innovation</u>, <u>Cambridge Pet Tech</u>





When to call for help (and who to call)

- When to call for help
- Sending out an S.O.S.
- Personal vs. Personnel
- Maritime Flag Z (Zulu)
 - Maritime Meaning: "I require a tug." or "The fate of the Empire rests on this battle."
 - Leadership Relevance:
 - Suggests seeking assistance or rallying for a critical effort.
 - Great leaders recognize when to ask for help.
 - Great leaders know when to inspire maximum effort in pivotal moments.



When to call for help (and who to call)

When to call for help

- Identify early
- Growth & Development
- Burnout

Sending out an S.O.S.

- Who to call
- Where to seek help
- Mentor, Self-Learning, CE

Personnel

- Contingency Planning
- New crew members
- Onboarding & retention

Tools & Resources:

Industry Mentors Advice to Future Leaders





Navigating tumultuous market factors.

- Current market factors
- Future market factors
- Assess, repair, embark
- Maritime Flag L (Lima)
 - Maritime Meaning: "You should stop your vessel instantly." or "I have something important to communicate." (in harbor)
 - Leadership Relevance:
 - Symbolizes decisive action and urgency.
 - Leaders must know when to pause operations to address critical issues or share vital information.



Navigating tumultuous market factors

Current Market Factors

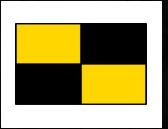
- Shrinking markets, digital access & delivery
- Obsolete Fleet margins & products

Future Market Factors

- Fully digital, subscription
- A generational shift in crew & customers
- Share vital information

Assess, Repair, Embark

- Contingency Planning
- Steer your ship in a new direction





Flag Q (Quebec)



- Maritime meaning: "My vessel is healthy, and I request free clearance to enter port."
- Leadership relevance:
 - Indicates readiness and integrity.
 - Leaders must ensure their Team or organization is in good standing.
 - Leaders must be prepared to engage with external stakeholders.