

A silhouette of a person standing on a rocky outcrop, with their arms raised in a 'V' shape against a dramatic, orange-hued sunset sky. The person is wearing a short-sleeved shirt and shorts. The sky is filled with soft, wispy clouds, and the horizon line is visible in the distance.

LEGENDARY LEADERSHIP In Changing Times

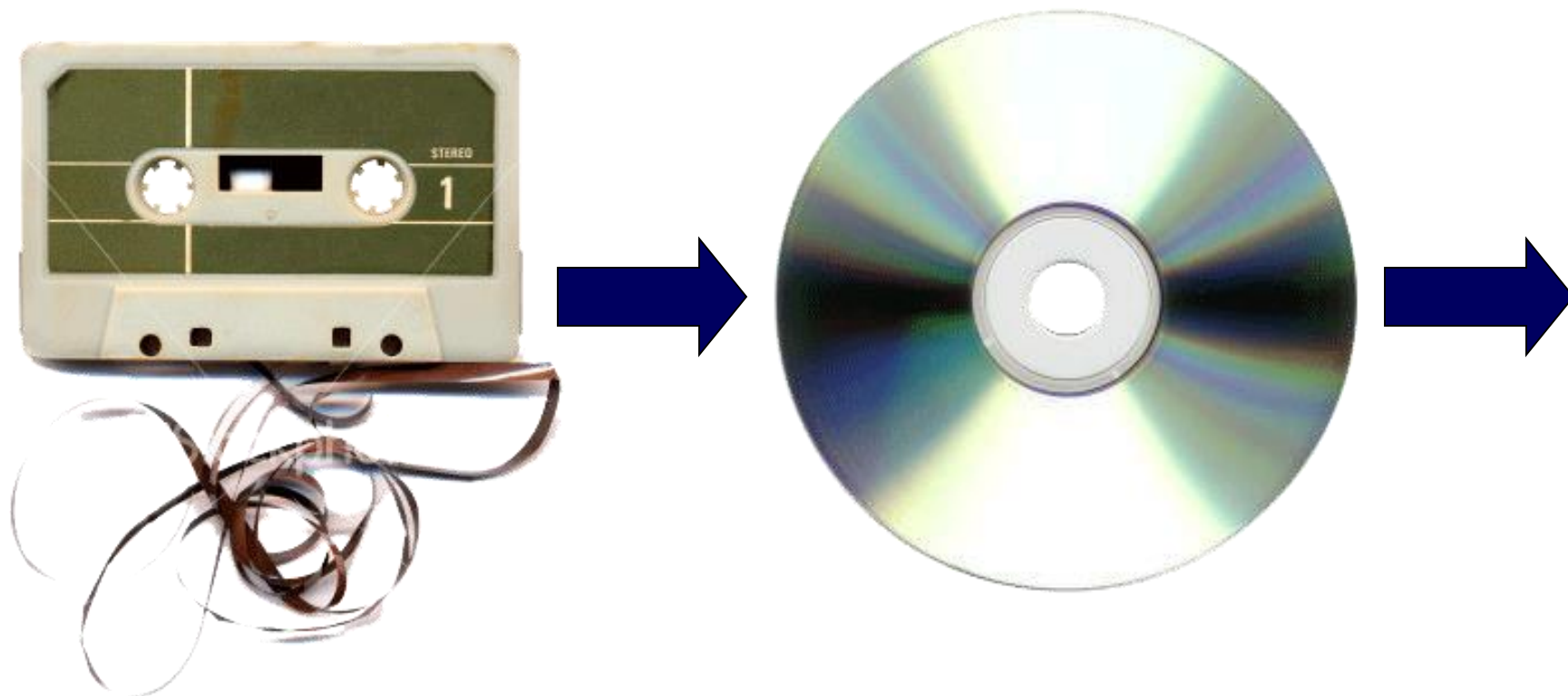
GBA

October 24, 2014

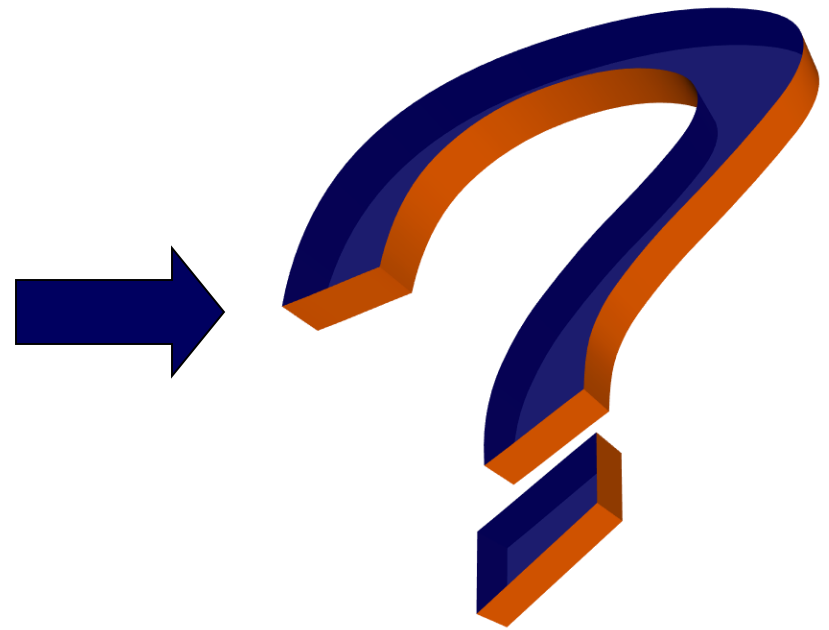
YOU'RE SUCCESSFUL.



CONGRATULATIONS!



YOU KNOW WHAT USED TO WORK.





**CHANGE
AHEAD**

APPROACHES TO CHANGING TIMES



Avoidant Approach



Apathetic Approach



Resistant Approach



A full-page background image showing a surfer in a crouched position riding a large, powerful wave. The wave is curling over, creating a thick spray of white water. The water is a deep turquoise color. The surfer is wearing dark shorts and is positioned in the lower left quadrant of the frame, facing right.

Reactive Approach

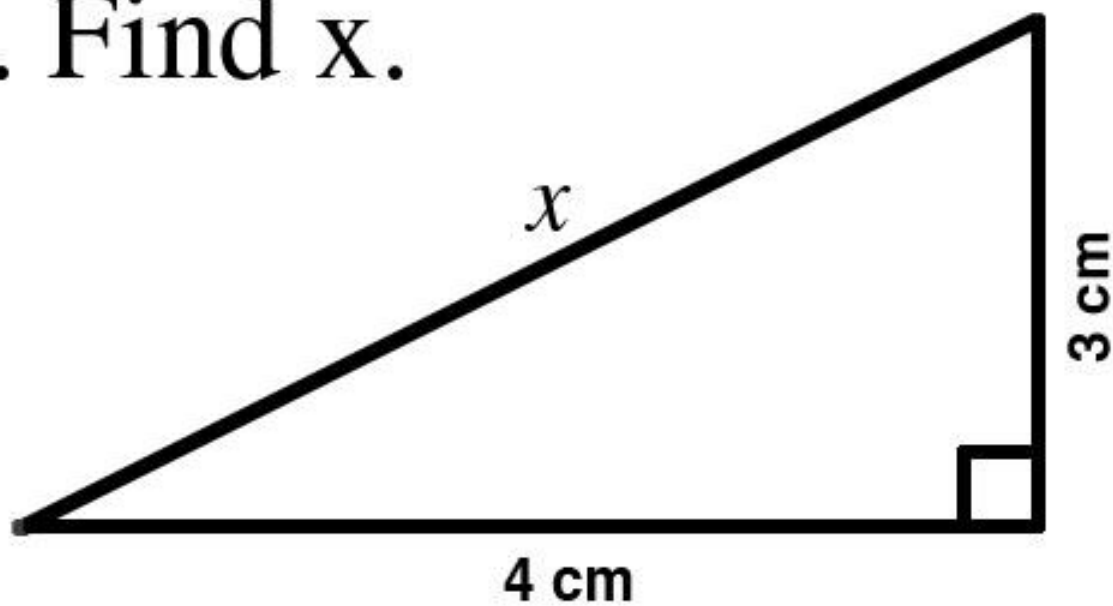
Anticipatory Approach



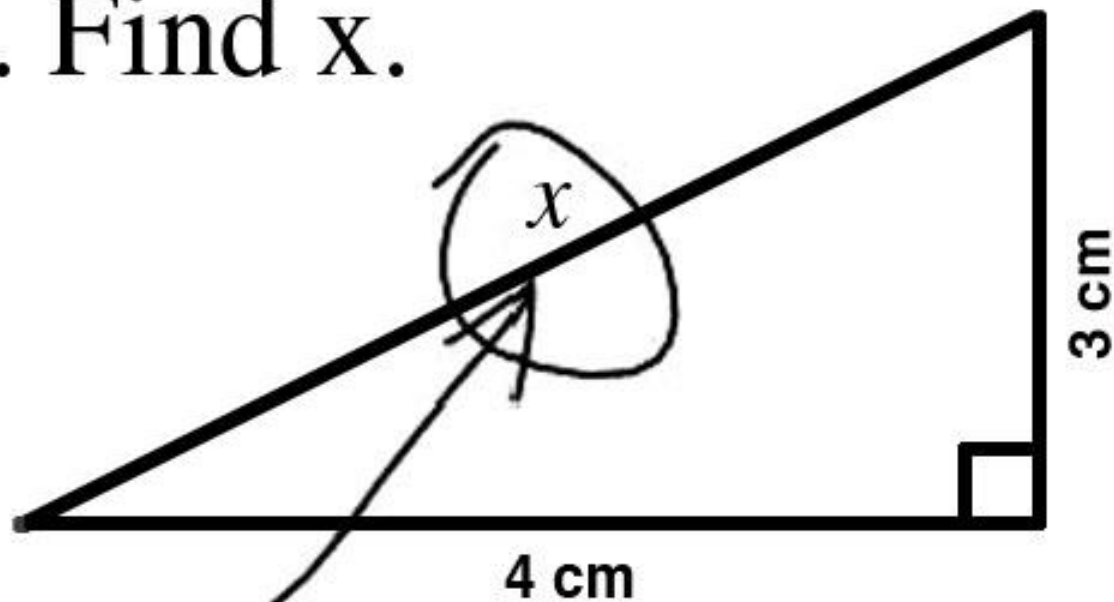
Creative Approach



3. Find x .



3. Find x .



Here it is



6 Approaches to Change Quiz

1. Avoidant
2. Apathetic
3. Resistant
4. Reactive
5. Anticipatory
6. Creative



THRIVING ON CHANGE FOUNDATION

In changing times, there is a set
of principles and core values
that I never want to change.

BE RIGID HERE







Zappos Core Values

1. Deliver Wow through Service
2. Embrace and Drive Change
3. Create Fun and a Little Weirdness
4. Be Adventurous, Creative and Open-Minded
5. Pursue Growth and Learning
6. Build Open and Honest Relationships
7. Build a Positive Team and Family Spirit
8. Do More with Less
9. Be Passionate and Determined
10. Be Humble

ZAPPOS CULTURE

OUR BIGGEST ASSET

KEEP VALUES ALIVE

- **Hiring**
- **Communication**
- **Story Telling**

*Wow -
 enjoy the
 book! Take you
 some of our
 employee zollars
 and stickers for
 you! Have fun
 -D-*

AS DEFINED BY:
 OUR EMPLOYEES,
 PARTNERS
 AND CUSTOMERS

*Hey the
 books!!
 Thanks for bring
 a zappos for customer
 Abba*

Zappos
 .com

Zappos
 .com

Zappos
 .com

2010 CULTURE BOOK



LEARNING
 EMBRACE CHANGE
 PASSIONATE



THRIVING ON CHANGE FOUNDATION

In changing times, the set of beliefs and strategies that have gotten us to where we are now will not get us to where we want to go.

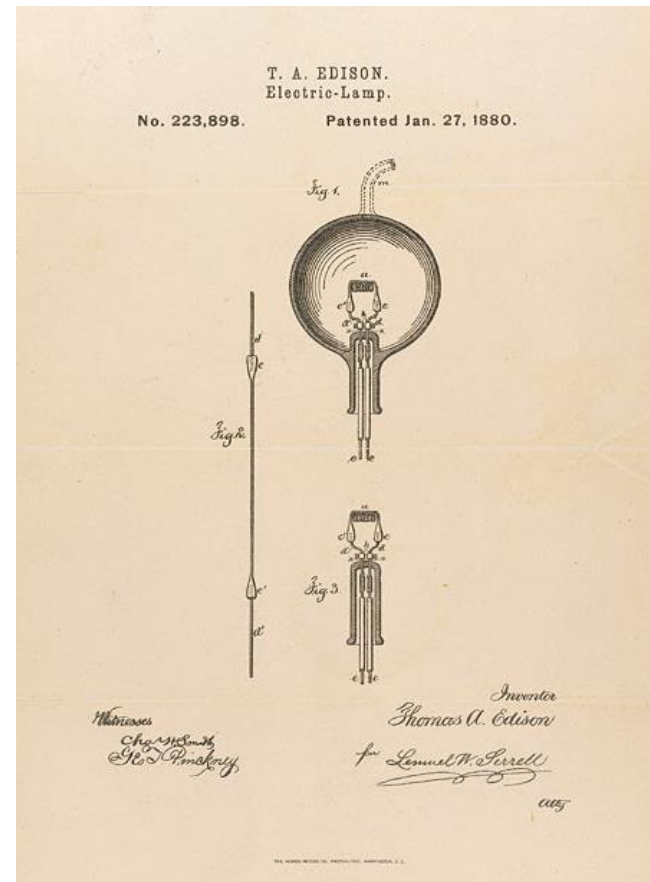
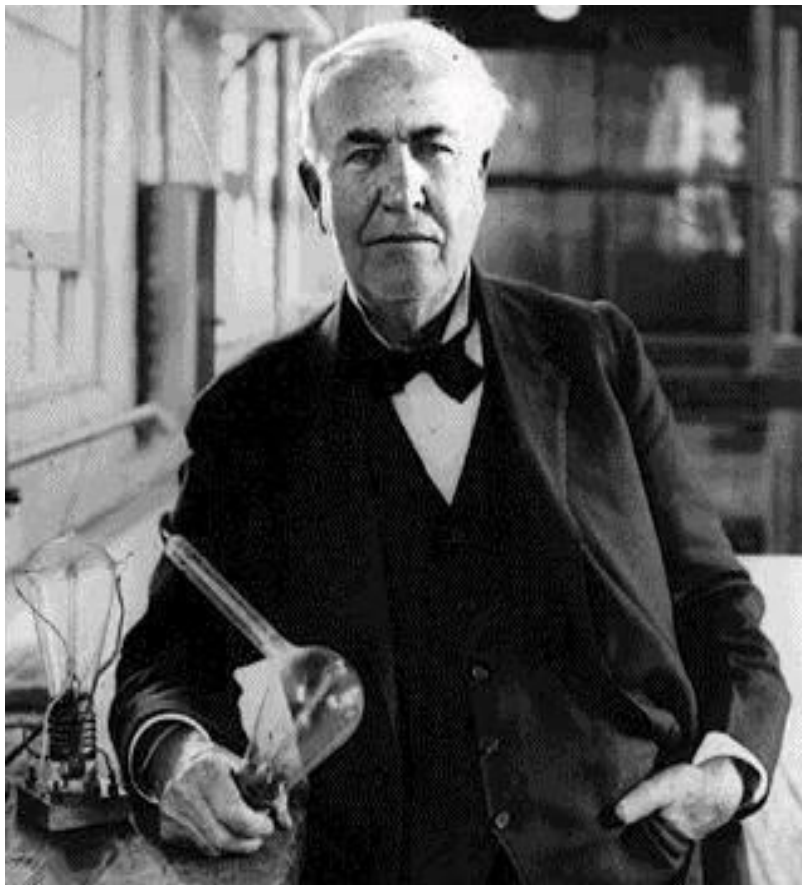
BE FLEXIBLE HERE

A blue-tinted profile of a human head, facing right. The head is rendered with a glossy, metallic texture. Inside the head, a glowing, ethereal brain is visible. The background is a deep blue with faint, abstract, wavy lines and a grid-like pattern, suggesting a digital or scientific theme. The word "BELIEF" is written in large, white, sans-serif capital letters in the upper right quadrant.

BELIEF

The World Is
Perceived Through
Your Belief System

“There is no such thing as failure.
We learn something from every
experiment we do.”



**We don't see the
world as it is.**



**We see the
world as we are.**

Traveler story

CHANGING TIMES BELIEFS



#1 Changing Times Create Opportunities



#2 When Things Change, We Must Change



What is the capital of Malaysia?



Beware of the Comfort Zone





#3 There Is Always
a Way to Use This
Change to Our
Advantage





#4 I'm Going to Enjoy the Journey



Emotion is created by motion



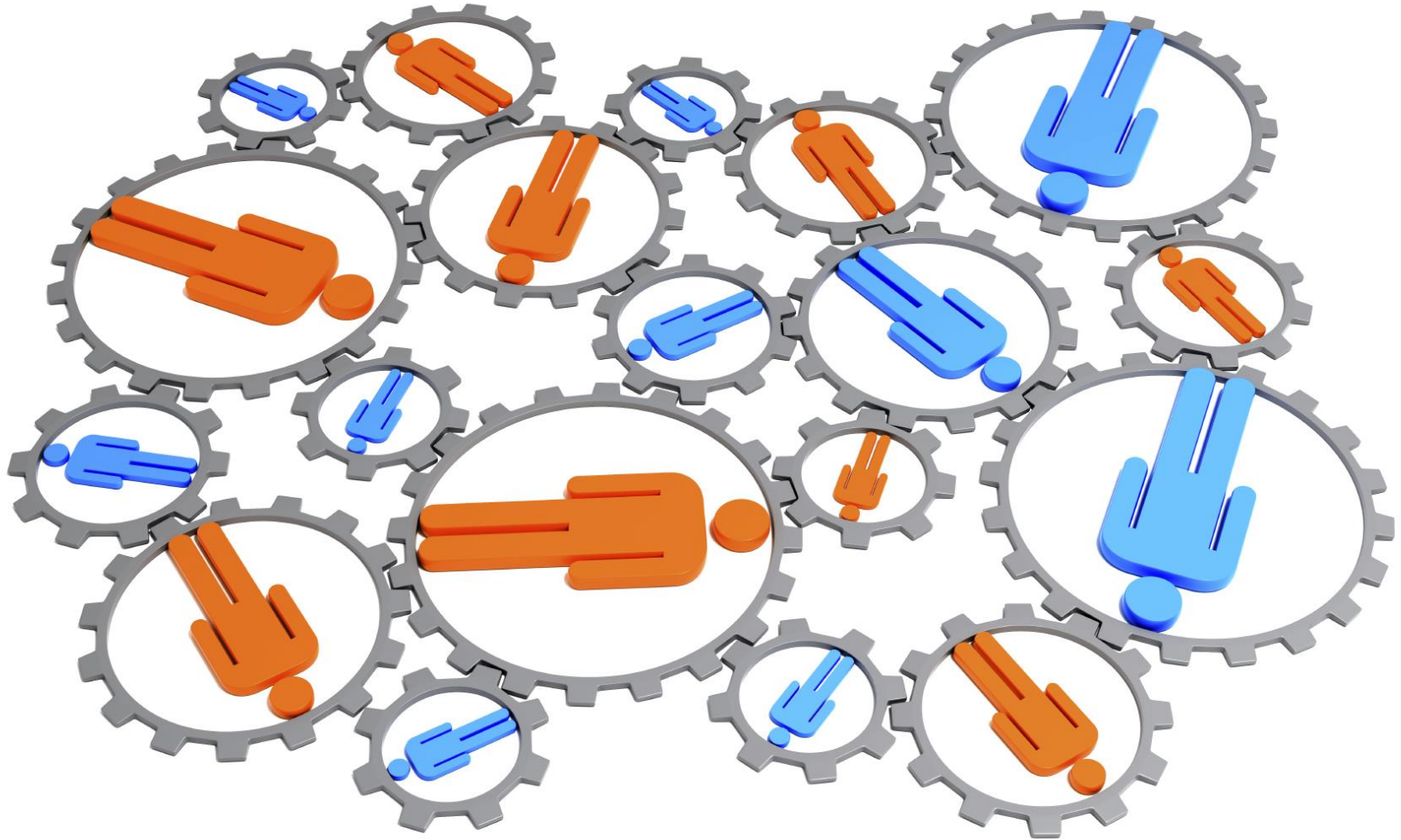
Movement
sends
messages



*#5 There Is a Lesson
to Be Learned from
Every Change in Our
World*







**#6 I'm an Active Participant
in the Change Process**



THREE STAGES OF CHANGE


Letting Go of the Old



Leadership Strategies Stage #1

- Show Caring





The soft stuff
is always
harder than
the hard stuff.

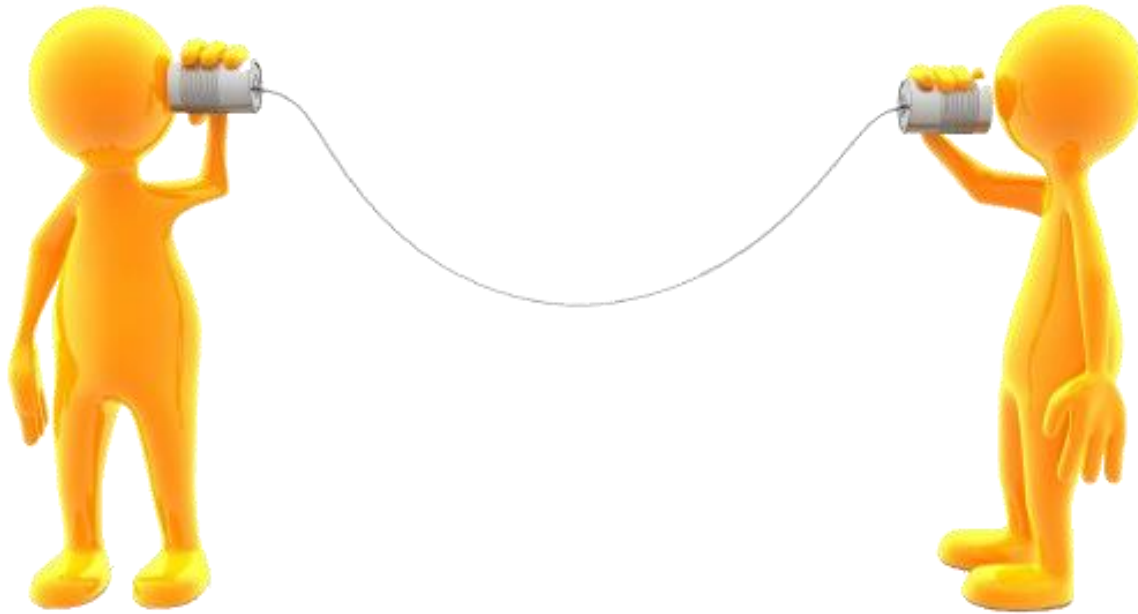
“How are you doing?”
vs.
“What are you doing?”

Leadership Strategies

Stage #1



- Show Caring
- Identify What Is Not Lost
- Tell a Past, Present & Future Story

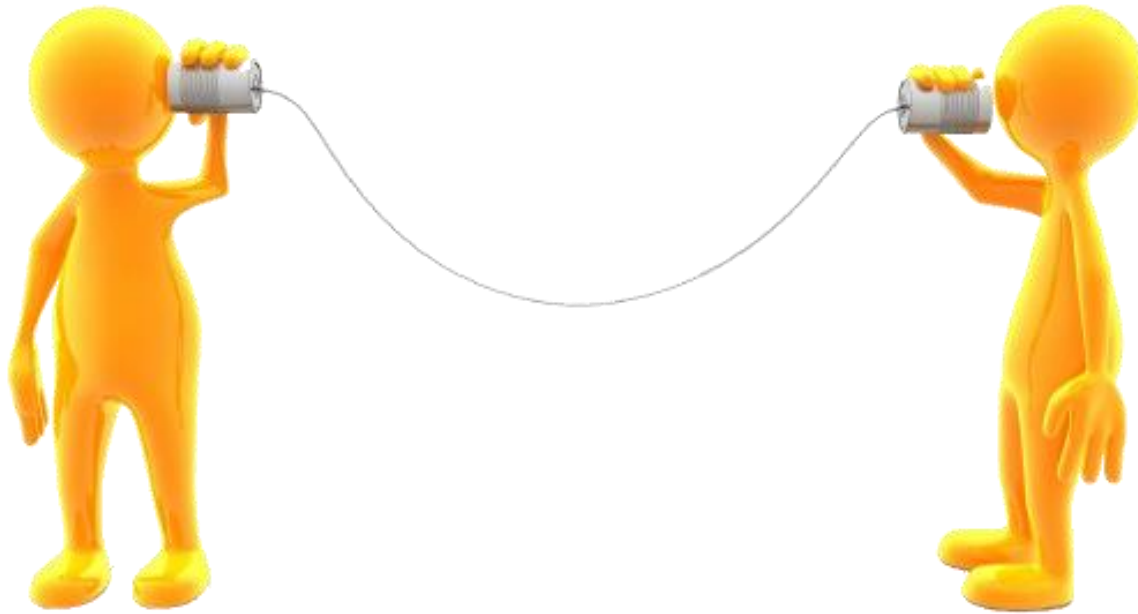


UNITS OF COMMUNICATION

1. Words
2. Sentences
3. Paragraphs
4. Stories

STORIES



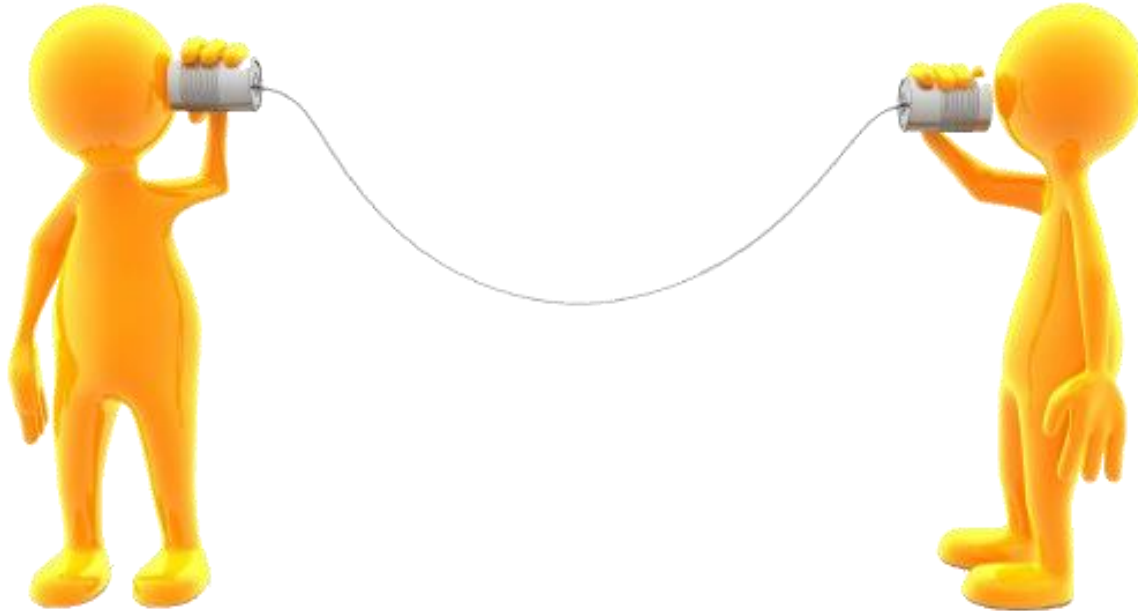


STORY PARTS

Act I - Beginning

Act II - Middle

Act III - End



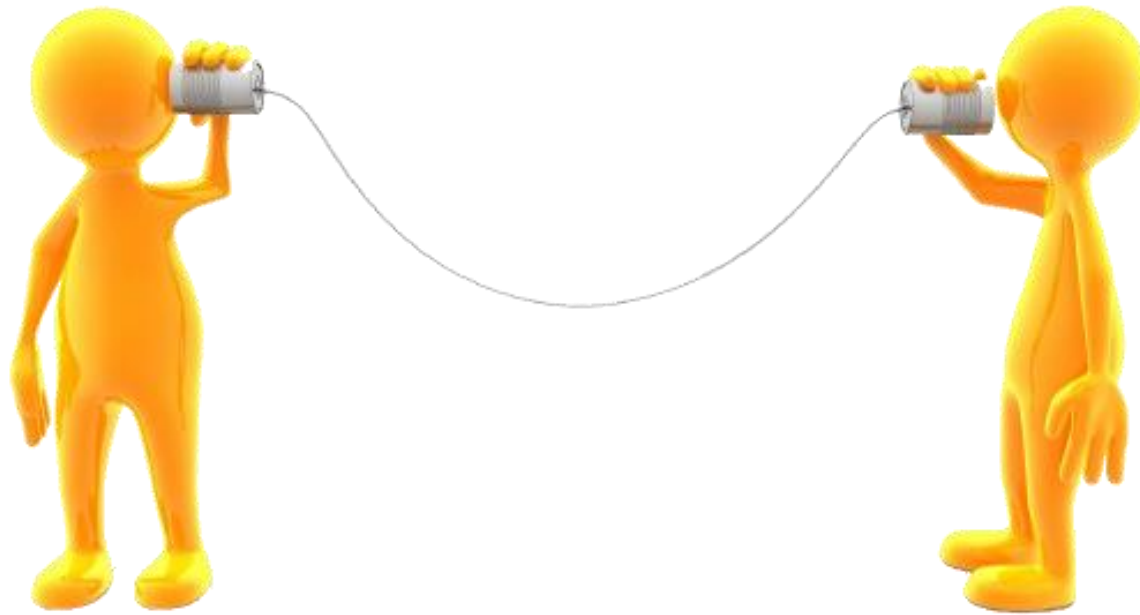
CHANGE STORIES INCLUDE:

Act 1 - The Past

Act 2 - The Present

Act 3 - The Future

A and B Exercise



GIVE THEM SOMETHING TO:

1. Feel
2. Remember
3. Do

STORY TELLING

Tell your story
often and well to
pull together a
broad coalition.

At first, tell it to
those who are
receptive and
who will eagerly
spread it for you.



Transitioning Between the Old And the New



Leadership Strategies

Stage #2



- Prepare for The Dip
- Provide Everyone Important Roles to Play

Embracing the New



Leadership Strategies

Stage #3



- Celebrate Wins
- Use Success to Reinforce a Culture of Change



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