

Right Away & All At Once



Leaders Absorb Fear and Exude Hope

The Five Steps

RIGHT AWAY & ALL AT ONCE

Five Steps to Transform Your
Business and Enrich Your Life

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LEADING PRIVATE EQUITY AND TURNAROUND CEO

Step One

Business

Have a Plan and Track Your Progress

- Identify the three to five actions that will fundamentally improve your business. Write them in a one-page plan, communicate to your organization in an understandable way, and relentlessly measure your progress.

Life

Stay Focused with Some Simple Life Rules

- Develop a plan for your life around the things you consider most important: faith, family, friends, fitness, finance, fun.

Continental's Go Forward Plan

Fly to Win	Fund the Future	Make Reliability a Reality	Working Together
<ul style="list-style-type: none"> ▪ Focus on core assets: <ul style="list-style-type: none"> ▪ Stop scheduling flights that lose money ▪ Take out cost as we take out capacity ▪ Eliminate CALite ▪ Build up Houston, Newark, and Cleveland hubs ▪ Expand customer mix from backpacks and flip-flops to suits and briefcases ▪ Revise marketing policies to enhance relationships with travel agents, corporations, and frequent fliers 	<ul style="list-style-type: none"> ▪ Track cash ▪ Restructure the balance sheet ▪ Restructure the fleet: <ul style="list-style-type: none"> ▪ Reduce the number of fleet types from 13 to 4 ▪ Match airplane size with market size ▪ Eliminate above-market leases on airplanes ▪ Sell nonstrategic assets 	<ul style="list-style-type: none"> ▪ Perform in the top 50% of the industry on key DOT metrics: <ul style="list-style-type: none"> ▪ On-time performance ▪ Baggage mishandles ▪ Customer complaints ▪ Involuntary denied boardings ▪ Improve image of fleet: <ul style="list-style-type: none"> ▪ Paint interiors and exteriors ▪ Add phones ▪ Offer first-class seats ▪ Improve aircraft cleanliness ▪ Improve food service 	<ul style="list-style-type: none"> ▪ Restore employee confidence in management <ul style="list-style-type: none"> ▪ Offer on-time incentives ▪ Establish a consistent and reliable flight schedule ▪ Improve communication ▪ Deliver a profit and introduce profit sharing ▪ Maintain peace among the work groups ▪ Establish a results-oriented culture: <ul style="list-style-type: none"> ▪ Let people do their jobs without interference ▪ Treat one another with dignity and respect
<p style="text-align: center;">Increase revenues and deliver a profit</p>	<p style="text-align: center;">Secure liquidity</p>	<p style="text-align: center;">Improve the product to become an airline of preference</p>	<p style="text-align: center;">Build a new corporate culture</p>

Greg's Go Forward Life Plan

Deep Walk with God... Become One of His Intimates

- Daily Quiet Time (prayer and meditation).
- Bible Reading.
- Scripture Memory.
- Purposed Reading.
- CEO 27/17 Group.

Fully Utilize Platform... Mentor Others

- 600+ books to CEOs at Christmas... follow-up.
- Host Houston CEO dinners with meaningful topics... 55 CEOs every fall.
- Couples mentoring with Ronda. Weekend retreat every year. 5-7 couples total.
- 40+ purposed speeches in the new year... Faith, Family, Friends, Fitness, Finance.
- Be available for 3-5 mentoring sessions a week.

Lasting Christian Legacy to My Family

- Invest in Ronda by doing ministry together.
- Time alone with my parents each year.
- Time alone with each child every year.
- Pray, Play, Fellowship together:
 - Beaver Creek
 - Mission Trips
 - Vacations
- College Contracts.

Lasting Stewardship Legacy... Think Money Out, Not Money In

- Drive outsized returns at CCMP by providing “values-based” leadership in firm and across portfolio companies.
- Diligent service on my Boards.
- Have a fortress balance sheet. No debt.
- Give away money in our lifetime.
- Make giving as a family priority... Christmas giving.
- Purposed Kingdom Giving:
 - Focus, Focus, Focus
 - Time, Talent, Treasure
 - High Return on Capital Given

Step Two

Business

Build a Fortress Balance Sheet

- Make sure you have adequate time to execute your plan by having plenty of liquidity (cash) as well as debt covenants and maturity that match your company's needs.

Life

Choose Freedom

- Manage your personal lifestyle and financial resources so that money becomes your faithful servant and not your relentless master, thus freeing you to focus on your life goals.

Case Study - Home Depot

Live Your Values



2020: How much cash would we need if our stores were shut for 60 days?



Step Three

Business

Think Money In, Not Money Out

- Profitably grow your business to optimize returns for your shareholders and increase employment opportunities for your coworkers.

Life

Think Money Out, Not Money In

- Provide for those in need. Generosity is the key to happiness and fulfillment and the only antidote to materialism.

Faith at Work



Step Four

Business

Build a Team (Clean House if Necessary)

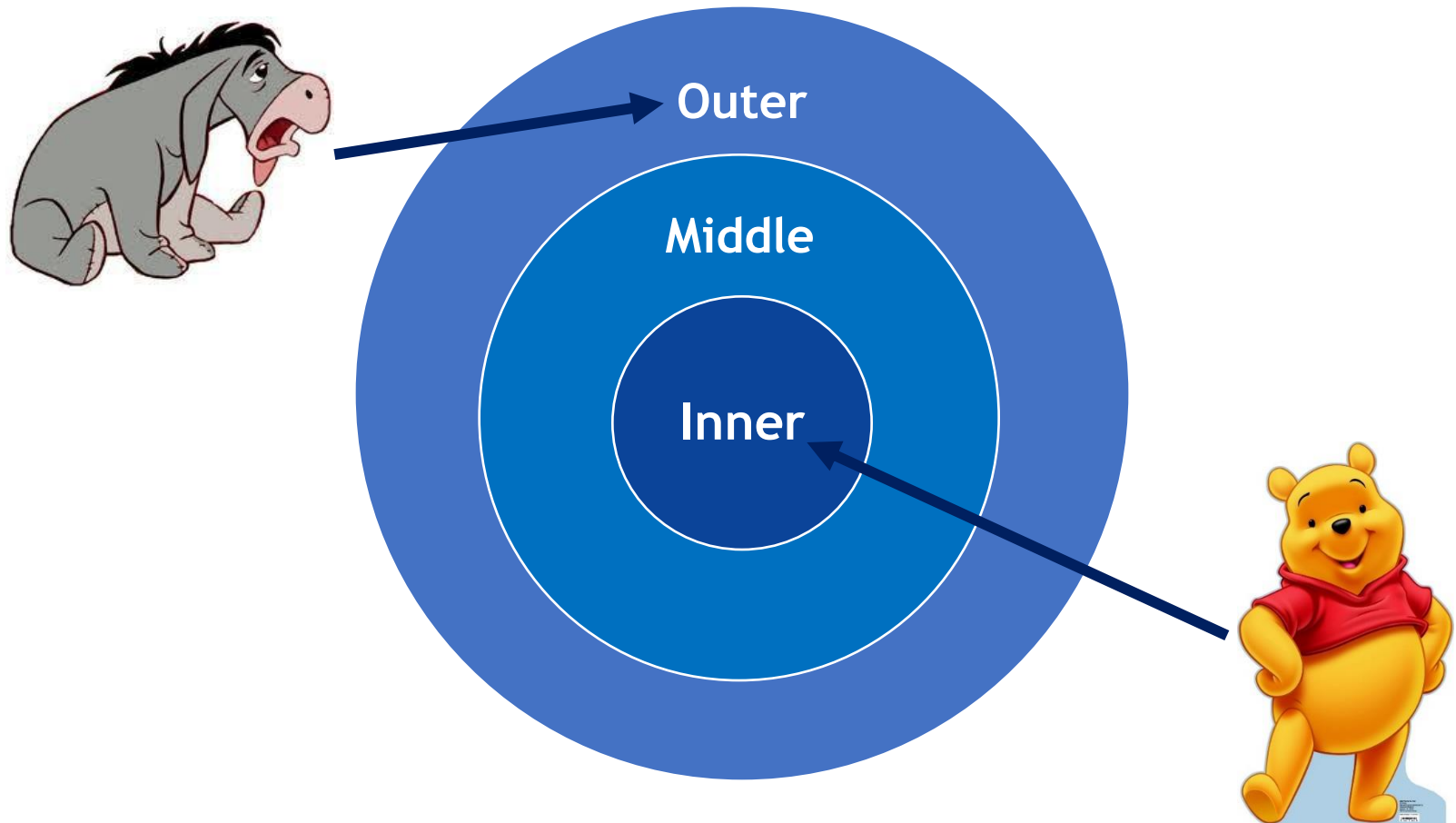
- Build a board and organization capable of executing your plan and properly motivate everyone involved.

Life

Build Your Life Team: Align and Prune

- Build a support structure of family, friends, and coworkers who give you support and energy. Don't get bogged down by those who take lots of time but add limited value.

Build Your Team



Step Five

Business

Let the Inmates Run the Asylum

- Empower, motivate, and encourage your coworkers to make decisions consistent with your plan.

Life

Invest in Family and Friends

- Build eulogy virtues, not résumé virtues.

Let's Talk