

**Right Away & All At Once**

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# Leaders Absorb Fear and Exude Hope

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

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## 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)**

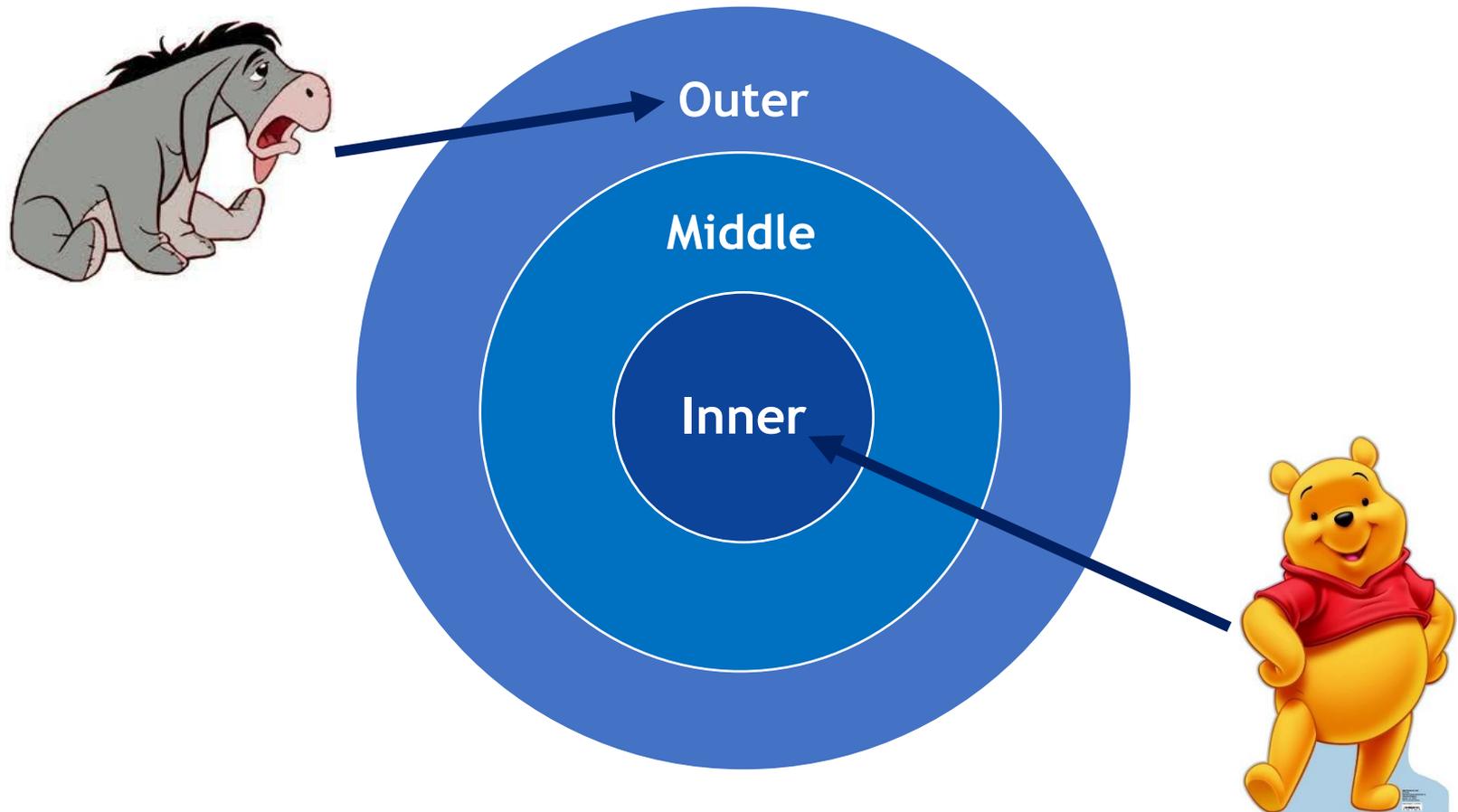
- Build a board and organization capable of executing your plan and properly motivate everyone involved.

## 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**