



A leader's purpose is to serve. Period. Now is not the time for self-pity or self-congratulations. Now is not the time for a leader to think about what this means for them or their future. Now is the time for a leader to take those actions and make those decisions that best serve their mission and all their constituents – not themselves.

A leader is a problem-solver. A leader steps up to identify, understand, confront and resolve problems. A leader does not preside. A leader does not run away from problems or pass the buck so others take the heat for tough choices.

When a crisis hits, immediate short-term problems must be solved and solved quickly. However, a leader can balance their focus on the near-term with a willingness to contemplate the longer-term. Sometimes, the longer-term impact is unknowable and decisions must be made immediately. So be it. Most of the time though, a balanced view of both the short and the longer-term is possible and advisable. A disciplined focus on problem-solving, now and going forward, forces a leader to contemplate the lasting consequences of their necessary, short-term choices. And that problem-solving discipline yields better solutions now and fewer problems down the road.

We all possess the ability to serve others and problem-solve. We may convince ourselves that our title matters more, or our technical skills, or our name or our past accomplishments. In truth, in a crisis, none of those things matter. Experience and judgment are necessary, but they are not sufficient. In a crisis, a leader's credibility, success and future reputation are built on service and problem-solving.

A handwritten signature in black ink that reads "Carly Fiorina". The signature is fluid and cursive, with a large loop at the end of the name.

*Carly Fiorina,
Founder and Chairwoman,
Carly Fiorina Enterprises and Unlocking Potential Foundation*