



**JERRY GLASS,**

president, F&H  
Solutions Group

*First priority in a crisis:* The first priority is understanding all of the areas of the

company that can be impacted by this potential crisis to make sure key people within those business units are notified as to what the crisis is and then to quickly understand from them what the impact is on their department. That can be done as quickly as, “We’re going to be meeting in 30 minutes to discuss this [crisis] at this location.” You get everybody together. The reason I like doing that is rather than operating in silos, when they hear other people speaking about the problems in their area, it may trigger an additional thought or two that they otherwise would not have contemplated had they just been doing this on their own.

## priority superiority

### TIPS ON HOW TO CONQUER YOUR GOALS

**Tomorrow starts today:** Rather than making a to-do list when you come into the office each morning, make a list the night before. You’ll avoid being distracted by the backlog of emails that have accumulated in your inbox.

**Remember your people:** The old cliché is true – the customer is always right. That said, don’t forget about the needs of your employees. While ultimately they’re there to serve your clients, you may need to step in to moderate any disputes between the two parties.

**Ask questions first, shoot later:** Before you go off halfcocked, make sure you understand the nature of your crisis – this should always be your first step. If you understand the threat, you can set about prioritizing your problem-solving strategies.

**Eyes on the prize:** Beyond the mundane day-to-day tasks that you need to accomplish, don’t forget about your big goals – your No. 1 priorities. It’s easy to lose track of the big picture when you become mired in the details.

**Staff needs vs. client needs:** You have a duty to try and do everything you can for the customer, but you can never lose sight that the first priority is the safety and well-being of your employees. If you’re going to do anything that puts them in harm’s way, you won’t be able to satisfy the customer properly. If I’ve got an anxious employee or an employee that’s balking at doing something, I’m not serving my customer. I’ve got to make sure, in whatever we decide to do, that the employees understand what the path is going to be and that they buy into it – if not 100 percent, at least enough that they’re confident they can safely run their operations.