

Shift

STRATEGIES FOR TIMES OF CHANGE

**Move Forward
with Intention
& Impact**

**6 Self-Sustaining
Strategies**

**Look
(inward)
Before You
Leap!**

**Through
The Eyes of
a Transition
Strategist**

**Message from
Kathryn R Martin
Next Chapter Coach**



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MESSAGE FROM *Kathryn R. Martin* NEXT CHAPTER COACH



Whether you're trying to figure out the best way to lead during a pandemic, create more balance in your life or have just been fired or furloughed, if this feels like a crossroad moment and you're feeling a pulling toward something new and don't know what your next steps should be or when...NOW is the perfect time to **actively pause to reframe - to shift** the way you think about and communicate who you "are" and what you "do," and test limiting beliefs about what is and is not possible (for you or your organization).

As a Next Chapter coach, a professional Interim CEO and with years in executive search, I've built a career helping leaders mindfully curate the lives, careers and businesses they (really) want. We've never experienced a global pandemic before and we're being tested in new

and heart-breaking ways. The common dynamics of change, the opportunities they provide, and the proven strategies to help us move forward are all present. Now more than ever, you are needed to have the **impact** you are meant to have (the ripples of impact that happen to others when you are showing up fully, in joy, with ease, doing what you do naturally, in the unique way you do it) - whether that comes in an individual conversation, or as you lead a business or an industry in possibility. Much is at stake. The good news: everything you need is already within you.

My *intention* in writing this e-guide is to help you begin to reveal your unique path forward and communicate in ways that connect you - to yourself, to those needing your impact and to those who will be inspired to help you. My *invitation* is to believe that today is the first day of a wonderful new chapter and start gathering all the "evidence" that this is indeed true.

Testing limiting beliefs about what is and is not possible during times of change takes an incredible amount of courage, vulnerability and often the missing foundational intel on ourselves needed to make decisions, and create our own momentum.

I know first hand what it's like to take a leap into an unknown next chapter. It is hard to do alone. I want to help you avoid that "spinning my wheels" feeling. I've created a proven process of transition frameworks that have supported hundreds of successful leaders curate their dream scenarios, and boldly and authentically lead their businesses forward into their extraordinary Next Chapter.

Together, we're creating a movement of leaders living our best lives, so that we may benefit others!! Possibility is on the other side of fear. Let me help you take the first step.

Thank you for all you do,

A stylized, handwritten signature of Kathryn R. Martin in blue ink. The signature is fluid and elegant, with a long, sweeping underline that extends to the right.



6 SELF-SUSTAINING STRATEGIES

How to Thrive During Times of Change

No matter what kind of change you're experiencing or wanting to create for yourself, curating a path forward requires you to place the oxygen mask on yourself first - and expand "self-care" to include knowing what you want and need to show up fully!

After coaching and consulting with hundreds of successful leaders around the world, here are six strategies to help you be strong, resilient and move forward with joy, ease, clarity, confidence and financial sustainability - so that ultimately you can benefit others (i.e. live in your purpose):

1

Go Easy on Yourself

You are in a moment of transition. It's a real thing. Don't be surprised if your level of "productivity" shifts (I recommend reframing it from what you get done to what occurs as a result of you being/doing you!). Emotions will often vary from day to day, and frustrating questions of self-doubt may appear: "Am I enough?" "Should I be doing more?" "Did I do something wrong?" "Is what I want even possible now?" Comparing yourself to others doesn't help.

2

Stay in the Present Moment - as you plan for the future

Be mindful not to create self-imposed thought loops of all the negative "what if's...?". Instead, create a practice of actively observing what is present and true around you right now. What is going well?

3

Take Charge

Yes! This is the good news! No matter what, you can take responsibility for your own actions. (Only) choose the embodied actions (thoughts, feelings, language and actions) that create the possibility for you to live the dream scenario you've always wished for.

4

Cultivate Gratitude

Create a morning practice to reflect on what you are grateful for. Watch your list grow.

5

Indulge

During transition, invest time in getting to know you. A tool I use to unlock strategic next steps: What brings you joy? Why does it? How? When you're feeling joy, what is going on internally and externally that makes it possible? And, when you're feeling joy... what is the impact on others? P.S. - This "intel" will become part of the foundational (and often missing) self-knowledge needed to curate your path forward.

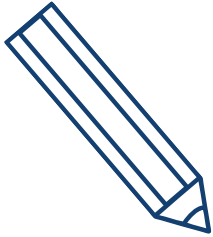


6

Communicate with the Intention to Connect & Support

Now more than ever your voice matters. How is this an exciting time? What possibilities do you see? What do you observe that may be helpful to others? What challenges are you facing that may help people know they're not alone? Share your voice in a phone call, a virtual keynote, in a painting, poem or dance, in a text, blog or social media post. In networking or job searches, shift from talking about what you do, to sharing the impact that occurs when you do what you do in the unique way you do it.

Which of these strategies can you start incorporating into your life now?



Remember: Even when change is happening, how you decide to “show up” determines your path forward. You always have a choice in what you believe is and is not possible. On behalf of others, will you choose to react in ways that limit your ability to have impact and joy, or will you choose to be a force for good?

MOVING FORWARD WITH INTENTION & IMPACT

How to Make Plans When the Future is Unclear



How do we plan for the future or even know what to do in the next few weeks, when so much is seemingly out of our control and we have no way of knowing what will unfold during a time of change?!

While none of us have experienced a global pandemic before, the answers to this anxiety-producing question come from the strategies I use to lead an organization boldly forward during a time of leadership transition (Increasing revenue, engagement, productivity, confidence and visibility) when the permanent leader's arrival is unknown and stakeholder groups often have different expectations for what can and cannot occur.

These are also similar strategies I use to coach individuals in their self-described crossroad moments.

When we're in a time of upheaval, transition and change - even when we initiate it - it's normal to:

1. Take action based upon what may be our limiting beliefs - what we are assuming is possible or not, or what our industry or others expect of us - and then adjust and adjust and not achieve what we really want/need,
2. Wait until more is known, or until something we believe must occur first happens,
3. Become paralyzed, depressed, hopeless.

The reality of course is that in fact; NONE of these choices create the possibility for our true value to be revealed and our impact to occur! In many cases, they set you on a course to repeat mistakes, continue "downward spiral thinking," create scenarios that don't provide impact, and inadvertently dis-empower you by blaming internal and external forces as the reasons for being stuck, unhappy, unable to succeed.

During times of change - whether ours or our organization's - knowing what to "do" next and when, can be strongly influenced by limiting beliefs, uncertainty, and the opinions of what others believe you "should" do. The pull of trying to keep things happening as "normal" is strong, and can become a barrier to moving forward.

Often, the sheer volume of what is needed to be accomplished, as well as how much is out of our control, becomes paralyzing. When decisions are made, they often don't make "sense" to others.

Instead - no matter what your specific scenario - try these two strategies to move you or your team forward:

EXERCISE #1: CREATE YOUR “2-STEPS TO TAKE CHARGE” FRAMEWORK

- use intention strategically during times of transition and change

Before you schedule a meeting or set a course of action, take some time to collect your thoughts and mindfully determine what you want to occur - and why. Whether you're preparing an agenda for a virtual meeting, or updating your cover letter and interviewing, instead of wishing and hoping for the outcomes you want (or believing it's just not possible), take a minute to put yourself in the other person's shoes. What do **they** need from you to achieve the goal, and why? Then and only then can you create the actions that will help people move forward.

STEP 1

Before each meeting, conversation, cover letter, interview, eblast or decision, ask yourself and/or your leadership team:

- What do I want people to know and understand (and why)?
- What do I want people to feel (and why)?
- What do I want people to do (when, and why)?
- What do I want to learn (and why)?

STEP 2

Then, reverse-engineer the resulting strategies needed to achieve the desired outcomes you identified

With your intention set, only then can you determine the resulting language, actions, structure, agenda, strategy, methodology, visual aids, information, etc. for yourself that will create the possibility for achieving the outcomes you want. No more blaming “dysfunctional boards” for not stepping up to help, or being frustrated with how an interviewer didn't ask you the right questions or offer you a salary in alignment with your value! YOU are in charge.



EXERCISE #2: CREATE YOUR “INTENTION & IMPACT HIERARCHY”

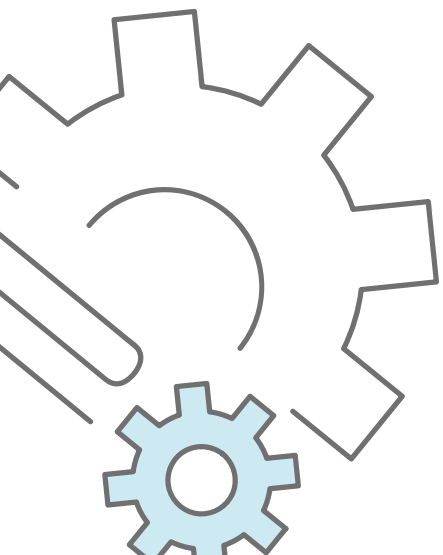
- an empowering & anxiety-reducing framework during times of transition and change.

I used to invite my children to “chunk it out” when facing a big project. Rather than either thinking of the daunting huge goal or the long list of tasks needed to get there, creating categories and groupings (subsets of the big goal and strategic groupings of all the tasks) can get us unstuck and moving forward with intention, immediate structure and focus. I use hierarchical frameworks to help clients in a number of scenarios - and they are especially powerful when navigating times of change.

Whether you're thinking about advancing your career or your organization, I recommend framing your past, present and thus your path forward in terms of Chapters, Phases or Categories of **Intention & Impact** - the two areas that you are in charge of - no matter what does and does not happen around you!

BENEFITS (TO YOU OR YOUR ORGANIZATION):

- Reduces anxiety during change by shifting seemingly unpredictable moments into concrete next steps
- Creates an immediate road map
- Helps others connect to an overarching plan by providing context
- Creates automatic movement and momentum when “nothing” is moving forward
- Helps others know how they can help
- Create engagement when “all” you are doing is being you - your mission/purpose – without the pressure to create new, shiny actions/programs to get people's attention
- It helps make **shifts** into new possibilities
- It differentiates you from everyone else who has the same skills and experience
- Accurately elevates your value and conveys your purpose (to search committees and to others you interact with)
- Removes potential “red-flags” in the trajectory of a career
- And, even if only in hindsight, it allows us to convey strategy



In The Career (Life!) Breakthrough Academy™, I teach the full “Intention & Impact Hierarchy” process. In this e-Guide I share some of the key concepts to help you begin on your journey:

First, set your intention using: “2-steps to Take Charge” Framework (see above).

Then, create your Framework: Choose a time frame and a “direction”

(Phases/Chapters of Intention & Impact are based upon time frames of Past, Present and Future, and help create an instant sense of momentum, stability and focus. Categories of Intention & Impact help differentiate you from everyone else, and connect people to your cause).

When I lead **organizations** as an Interim CEO, I use **Chapters/Phases** that normally span 6 - 12 months and help prioritize decision-making and areas of focus. I use **Categories** to reveal an organization's unique impact and purpose - true no matter what programs and services they offer. (incredibly powerful when building a compelling case for support for your organization in times of transition).

When I'm coaching **individuals** move through crossroad moments into their dream scenarios, the **Chapters/Phases** span the course of a career. Communicating common threads of impact over time help search committees feel the successful and truthful momentum of the candidate, the context for previous job transitions illustrate the scenarios where they can make a difference, and reveal why this next position “makes sense.” **Categories** help reveal and communicate a leader's purpose (and thus true value) - the problems they solve regardless of their role, and how they make people feel (great when preparing for interviews, writing cover letters and updating biographies).

Name Your Framework - Be Creative! The purpose here is to convey short overarching themes that people can easily digest, remember and refer to - even rally around. You'll shift from describing you/your organization with long lists of everything you have done or do, or the qualifications and awards you have; sounding like everyone else (!) - to something very powerful. REMEMBER: Lists are for groceries. Lists do NOT convey the story of your impact you have had throughout your career.

When you start describing who you are and what you're doing in terms of impact (the “so that...” - moments where you moved the needle, or helped people, or focussed your work - people get inspired, excited and understand why you matter and how they can help!

Put it all together! I coach my clients to use **“E.T.S.'s”** (Exciting Trajectory Statements). Depending on your situation and your intention, how you communicate your chapters/phases/categories will vary. In general, the point is to 1. convey consistent impact (value) over time that builds upon itself - no matter what your role and/or no matter what you/your organization “does,” and 2. create a compelling “invitation” for others to join you in being a part of your impact!

Here are two examples of how I have seen these “Intention & Impact Hierarchy” strategies in action:

1 I was coaching a senior development executive recently fired from his long-time position because the organization was downsizing (there was no impropriety). He worried that this would be a red flag for future employers in an increasingly competitive market.

His confidence was shaken, he tried to figure out what he had done wrong, and he read articles on how it was almost impossible to find a job right now. I helped him reveal his value, take charge of his messaging and differentiate himself. He wanted to find his dream job, where he was paid in alignment with his value and where he had more time outside of work. Instead of talking about the skills on his resume or the specifics of his firing, we incorporated Phases (time) & Categories (purpose) of Impact to elevate his message.

Needless to say, got his dream job.

The question he had feared most, became an opportunity to connect with those he was meeting:

***"Why did you leave your last job?
What are you doing now?"***



EXCERPT: He first set his 2-Step intention - see above)

"Throughout my career I've championed causes that created lasting impact. I am a builder of teams and design systems and foundational structures that empower. In my most recent role, it was a great privilege to have created x and y by focussing on connecting with our stakeholders like never before. I look forward to seeing how the work we did together continues to deepen! This is such an exciting time for me, as I talk with organizations keen on creating the missing foundational pieces needed to realize their extraordinary goals."

'I've always been successful in doing things on my own. This time, too much was at stake. After working with Kathryn, 'all of a sudden' my value increased – but I hadn't changed a thing. It was more than thinking positively, I actually had evidence of my impact and knew how to convey it. My cover letter changed, my interviewing strategies changed, and I negotiated a salary and schedule that I never would have dreamed I could have.'

2

A few years back I was leading a non-profit as Interim CEO. In order to ready the organization for the permanent leader, we needed to quickly increase revenue, create increased visibility, and address some foundational internal challenges.

To do this, I needed to get the board, staff, key donors and community leaders all moving forward, feeling confident and excited - rather than seeing the transition as a failure and wanting to "wait" to move the needle. Increasing programming was not an option. In fact, I needed to cut back.

CHAPTERS OF IMPACT WERE CREATED:

- **Past Chapter:** "Bringing a Dream to Life" [acknowledging the past leadership who created the organization, hired staff, did whatever it took to begin!]
- **Present Chapter:** "Strengthening the Foundation - Leveraging Strengths, Nurturing Opportunities" [It was a strategic way of stating what was already in place and making the most of it (marketing, pr, development) without expanding, creating a new organizational structure with salaries in alignment with oversight, creating new ways to communicate internally and externally.]
- **Future Chapter:** "Soaring"

By creating and communicating Chapters and Phases - both for the organization and for the Interim period, we created a surge of new momentum "simply" by framing what they had already budgeted in terms of the impact that occurs when it happens.

While there were many variations to how I communicated and reinforced the chapters/phases of our focus depending on who I was wanting to help, here's an outline of a draft curtain speech I used (after first setting my 2-Step intention - see above):

"Org Name was founded with a dream and intention to bring the arts into this community rather than having to travel to neighboring cities. Now, x years later, Org is now embedded in the very fabric of this community's day to day life. Above all else, you are connecting the community to joy. Each year, over xx youth experience the transformational power of the arts, and each year over xx people come through these doors to be moved.

This is such an exciting time as we see leaders from around the country want to be a part of this legacy as your permanent CEO. Like you, they see how we're investing strategically in the professionals who are literally changing lives - the instructors, artists and professional staff.

At a time when many nonprofits are struggling -and we certainly have our challenges!

Momentum is building! This year alone we are offering x and y (had already been budgeted/scheduled) and every day community leaders, supporters, parents and audience members reach out to tell us how Org Name is important, and offer to help.

And **we have extraordinary plans** to continue to build upon our impact. Thank you so much for being a part of the past, present and exciting future!"

I remember audience members coming up to me saying "Kathryn, you're really growing the organization!" All I was doing was sharing the impact consistently, truthfully and in repeatable ways.

LOOK(*Inward*) BEFORE YOU LEAP!

Know What You (Really) Want, and
Understand Your True Value.

During times of change & transition, "Pausing" – with the intention to reflect, look inward, and connect to impact & joy – is what creates new possibility.

As one of my clients so eloquently said after completing one of the exercises in [The Career \(Life!\) Breakthrough Academy™](#) :

'Having a more extended view of my life on paper makes me slow my mind down in assessing my current opportunity of change. I can trust myself that I'm going to find and do the right thing -- and it's OK that it's not going to look like what anyone else has done.'

So many of us reach a point in our careers (and lives) where the goals and definitions of “success” we set years ago have either been achieved, are no longer compelling, or are costing us time energy and emotional stress that ripples in to the things and people we are working for in the first place. We know we want to make a change, but the path forward is unclear. You’re weighing your options, assessing the risk, waiting until the right moment, or perhaps even looking back in the heartbreak of what “could have been” or “if only.. Instead, if you are proactively wanting to initiate a change in your career, your life, or your business (or it’s already unexpectedly happening to you) I invite you to take “action” by actively, strategically and courageously **pausing to look inward** to gather the missing information on... you!

DO THIS BEFORE you apply for a job or make any big decisions on what you “should” do next!

How can I say this so confidently you may ask? Two reasons: First, in both my work in executive search and as a Next Chapter coach I’ve seen extraordinary leaders make decisions based upon limiting beliefs and end up successful and unhappy. Second, I experienced it in my own journey. Before taking my own leap into entrepreneurship, I loved my job... until I didn’t. I was burnt out, and feeling disconnected, I knew it was time for a change, but kept going in circles searching for clarity on what my Next Chapter would look like specifically. I attended a 3-day leadership workshop.

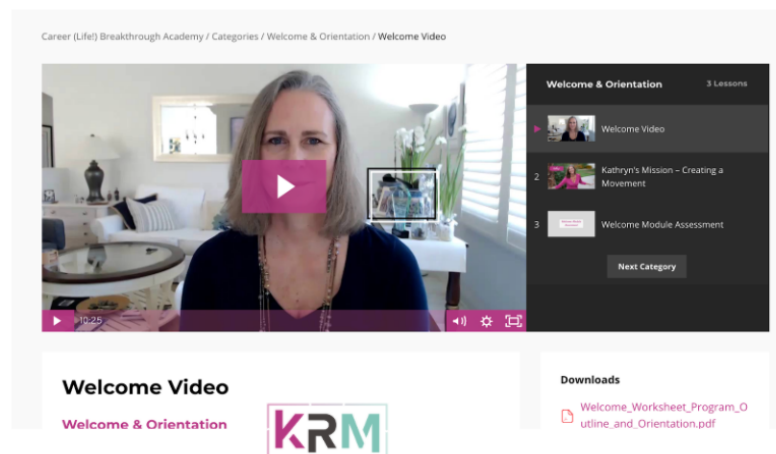
We got to the afternoon of the second day, and by this time everyone was having their breakthroughs. We were sitting in a circle, and were asked to share our big revelations on what our purpose was. My palms started sweating. People began proclaiming their purpose, and as my turn got closer and closer, I remember thinking – “Wow! They're amazing! I'd like to support them!” When it was my turn, however, I broke down and said “I don't have a purpose.” And this is the beauty of working with others – the room literally gasped, and people began giving concrete examples of how all weekend I had coached them to find their purpose.

All weekend I had been exhilarated, and had that on top of the world feeling.

I hadn't seen it. I hadn't seen one of my own superpowers! Or rather, hadn't valued it because it came **effortlessly** to me. It didn't feel important enough (I wasn't ending world hunger!).

That experience became an invitation for me to delve deeper into what happens to others when we are feeling joy, and then create a structured process that helps reveal the missing information on ourselves.

With this foundational context, major personal and professional “Next Chapter” decisions can be made with ease, and hundreds of leaders are now curating their dream scenarios through [The Career \(Life!\) Breakthrough Academy™](#)



The truth is – now more than ever:

- Be clear on what you (really) want and why.
- Know what your impact on others is when you're feeling joy
- Know how to communicate your impact in ways that differentiate you and connect you to the very people and organizations who need that (your!) impact.
- Know the unique internal and external “causes and conditions” needed to deliver your impact
- Know how to monetize it, and sustain it.

All, so that you can have the impact you are meant to achieve.

This **foundational self-knowledge** is part of what makes curating your dream scenario possible. And it's hard to find it on your own. **You can't watch the movie when you're in the movie! Mindset, limiting beliefs, resistance, even "best practices" and expert advice can all sabotage the process.** And, it's hard to incorporate the new-found self-knowledge into new elevated, impact-language when networking, preparing cover letters, being interviewed, and other day-to-day scenarios.

Times of change and transition – crossroad moments – are the times to embrace and create the space to look inward, to pause before taking action, to ask questions that create possibility, to expand definitions of our (and our organization's) identity, value, mission and purpose, from what we DO to the impact we aim to have – which can be achieved in limitless ways.

Stop trying to figure it all out on your own and invest YOU.

By making an investment in yourself you are investing a proven process with a trusted guide.

Connect to your value and purpose in tangible ways before jumping into action, next-step decisions become clear, momentum builds, new opportunities happen "out of the blue," and possibilities flow.

This process is simple, but it's difficult to implement when you don't know what you don't know. My program will help you overcome the challenges you are facing, so that you can get unstuck and breakthrough into your dream scenario.

If you're juggling all the demands of a job from home that have you falling out of love with it, and realizing, "this really, really isn't worth it," then I invite you to take a deep breath and join the hundreds of leaders before you, and commit to a proven approach that creates the possibility for you to have your dream career & life – right now!

In **The Career (Life!) Breakthrough Academy™** you will receive guidance, strategy and advice for YOUR specific desires, personal challenges and we can explore which of my coaching programs is best for you and your learning style.

Schedule your confidential 1:1 Strategy Session and boldly step into your Next Chapter.

During our call we will discuss your specific goals, desires and what you want to achieve. We will identify what's NOT working right now and what's REALLY holding you back. Together we review possible next steps to move you forward. You owe it to yourself to create the life you've dreamed of. I am here to support you.



THROUGH THE EYES OF A STRATEGIST

With
Kathryn R Martin
Next Chapter Coach



Author, entrepreneur, Next Chapter Coach, founder of The Career (Life!) Breakthrough Academy™ and professional Interim CEO, Kathryn coaches successful leaders at pivotal crossroad moments; helping them break out of cycles of frustration and indecision and leap into their dream scenarios.

Named “Empowered Woman of the Year” in 2019 and “Top Leadership Coach of the Year” in 2018 by the International Association of Top Professionals, Kathryn uses her proven process to help clients unlock their purpose, align their professional brand with their true value, build momentum, and cultivate impact in their careers and in the lives of those they are meant to serve - with ease, joy and financial sustainability.

Drawing from an over 30 year career leading and consulting with non-profit arts & culture organizations in times of transition and change, Kathryn is a respected resource on revenue-generation, engagement, executive searches, and is one of this country’s top professional interim Executive Directors – most recently appointed as Interim CEO/Executive Director of the Santa Barbara Symphony.

Kathryn’s unique intuitive and deliverables-oriented coaching and organizational consulting creates the possibility for transformational breakthroughs and big shifts. She is known for helping clients at a crossroads quickly get unstuck and create the mindset, language and strategies to move from their “Point A” into their extraordinary “Point B.”

Big dreams, require big shifts and big support!

Now is the time to **stop** trying to figure out your next steps on your own and invest in YOU. **Schedule your confidential 1:1 Strategy Session** and boldly step into your Next Chapter.

Now is the time to shift from going around in circles, looking for signs and own who you are and where you want to be. When you work with Kathryn, you are working someone who knows how the deck is stacked, and has a proven process that’s helped hundreds of people just like you. Schedule your call and let’s talk about your **Next Chapter Today.**