



Leading Your Business Through Challenges and Changes

Dr./Commander Mary Kelly, US Navy (ret)



Commander/Doctor Mary Kelly

CPAE, CSP, US Navy (ret)
(Not that kind of doctor)



411 on Mary Kelly

- Ran marathons (until marathons got longer)
- Currently the 56th Most Influential Economist in the world
- Listed in Top 50 Motivational Speakers in the World
- Author of 20 books (about half are pretty good)
- Professor at the US Naval Academy and US Air Force Academy
- Met USMC husband while doing CT
- Started working expos at 7



How is our
business
affected by
world events?

What are my
people
concerned
about?

What are my
clients
worried about?

Crises are all around us



Geopolitical

- Hamas invaded Israel
- Russia invaded Ukraine
- China threatens Taiwan
- Iran claims nukes
- North Korea
- Terrorists
- Food insecurity
- Refugees
- Oil prices

Economics

- Taxes
- Inflation
- Housing/rental costs
- Jobs/layoffs
- GDP
- National debt
- Labor force participation
- Labor costs
- Medical costs

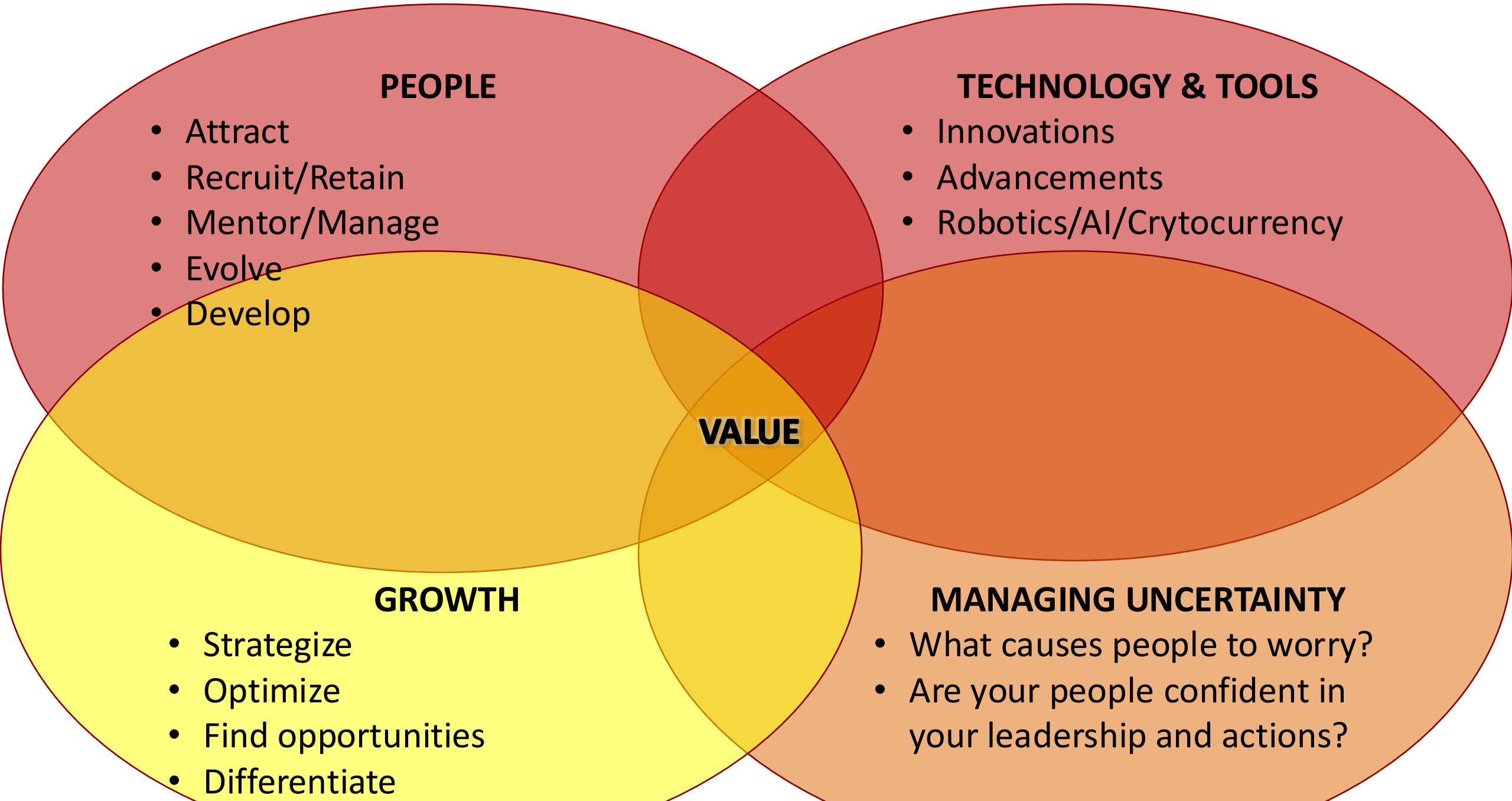
Workplace

- Attract and retain
- Quiet quitting
- Great resignation
- Talent acquisition
- Employee engagement
- Morale
- Collegiality/Teamwork
- Regulations
- Customers/Clients
- AI

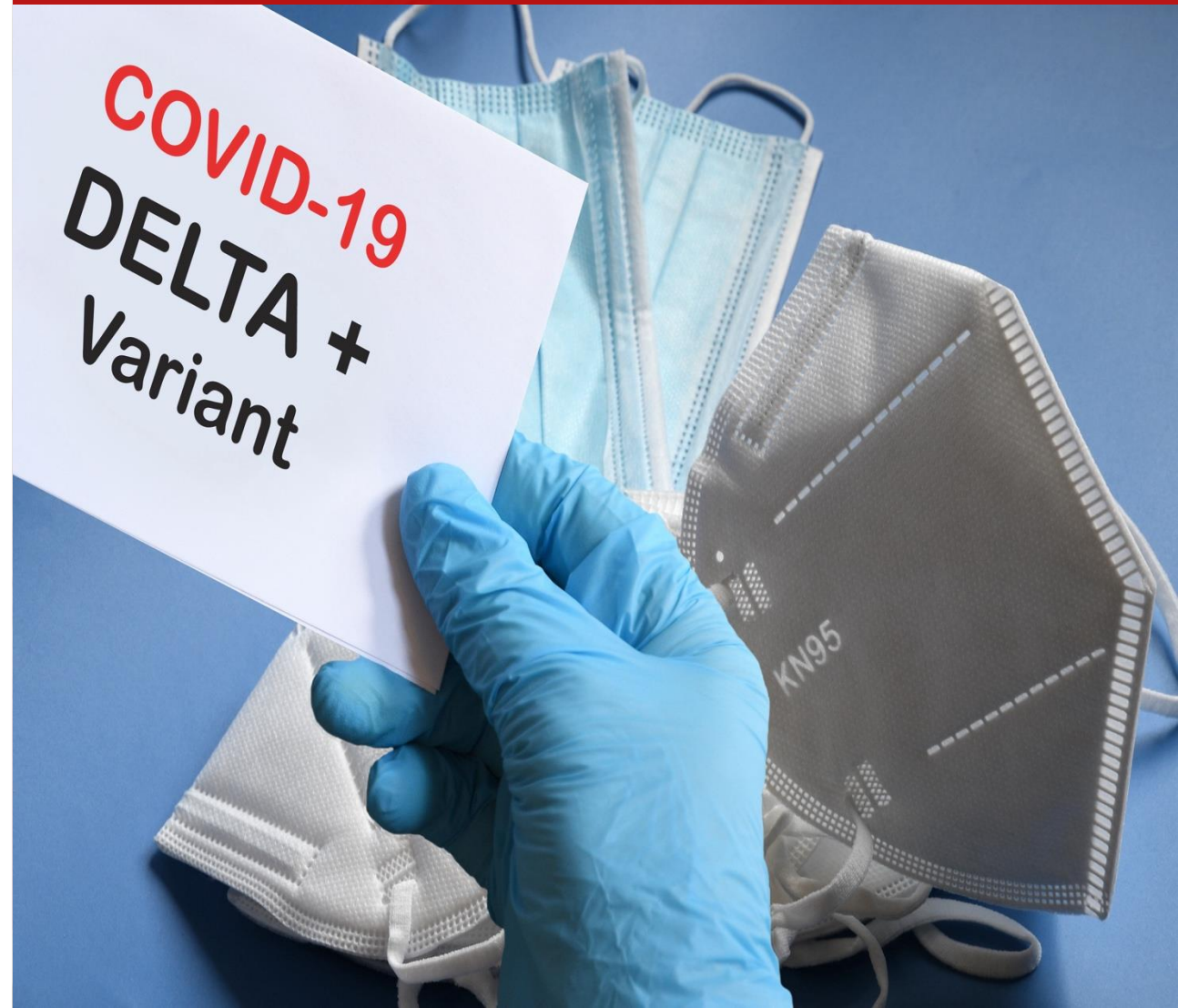
Domestic

- Crime
- Justice
- Education
- Supply chains
- Immigration
- Elections
- Social capital
- Healthcare
- Climate issues

CREATING VISION FOR 2025 AND BEYOND



| COVID changed the world



1. Rejection



Oh no!

**This isn't
happening**

**This can't be
happening**

2. Recognition

What we do in the short-run

1

I can save money on commuting

2

I can work in sweatpants

3

I have to/get to work from home

4

I'll have more time with family



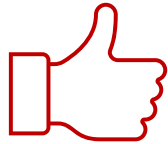
3. Realization



**I need to step up
my leadership at
work and at home**



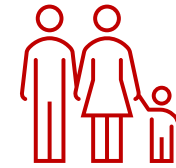
**This will last
for years**



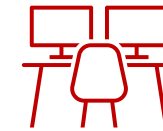
**People need
reassurances from
me**



**I need better
technology**



**My family needs
more of my time**



**I need to reconfigure my
home as a workspace**

4. Resolution

1

We are in this together

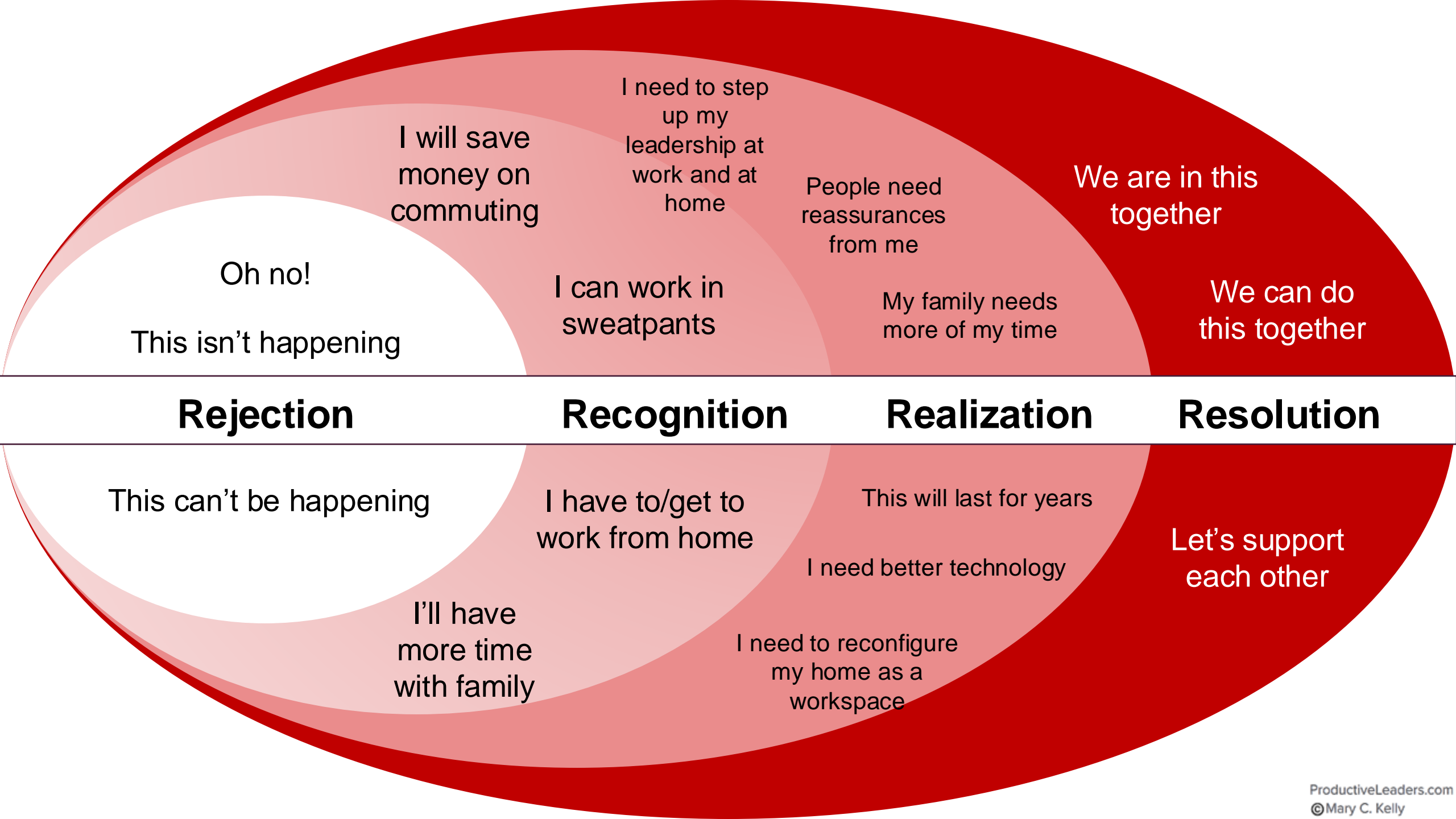
2

We can do this together

3

Let's support each other





Rejection

Recognition

Realization

Resolution

How to Manage Stress, Increase Productivity, and Stay Positive

1. Do I own this issue?
2. Can I fix this problem?
3. Will my actions affect the outcome?
4. Can my influence be helpful?
5. Will I be happier if I get involved?
6. Will my involvement help others?

**Don't
Focus
Here**

Things I Cannot Control

- Weather
- Politics
- Olympics
- Stock Market
- Celebrities

If No

Focus Here

Things I Can Control

- My Health
- My Relationships
- My Family Involvement
- My Pets
- My Business

If Yes

Reality



This is the new reality



What will change?



What do we need to do to
get ahead of the wave?

Realignment



What can I do to support my people?

How can I work cooperatively with my competition?

Where can I improve my processes?

What do we need to do differently moving forward?

How will this change my leadership?

How will this change my organizational strategic planning?

How can I equip my team to manage change?

Where do we need to allocate resources?

What do we need to create and develop?

How can we respond fast to what our markets need?

How do we stay focused?

How can we position ourselves for the future?



PASSWORD

CRACKER

SPYWARE

CYBER

CODE

ENCRYPTION

TROJAN

SECURITY

IDENTITY

HACKER

THEFT

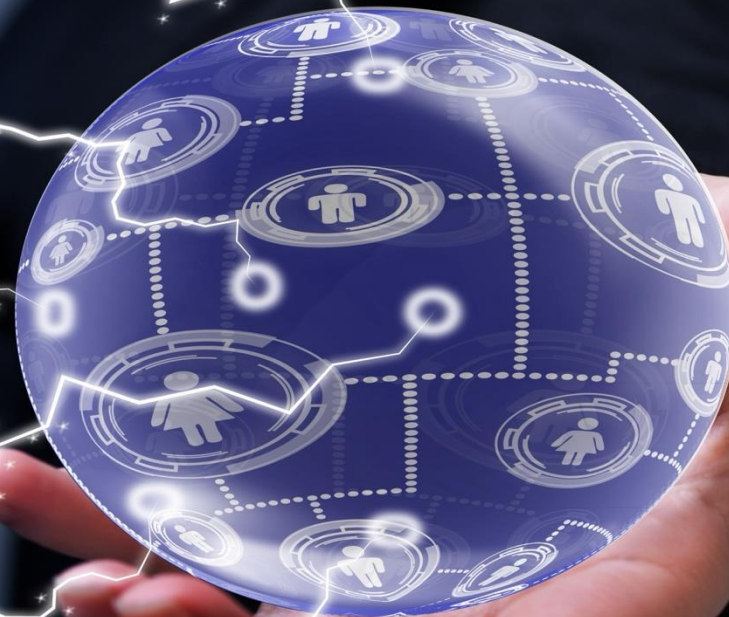
PHISHING

PRIVACY

VIRUS

INTRUSION

DETECTION



97%

of business owners
believe ChatGPT will
help them grow their
business



Forbes 2024

43%

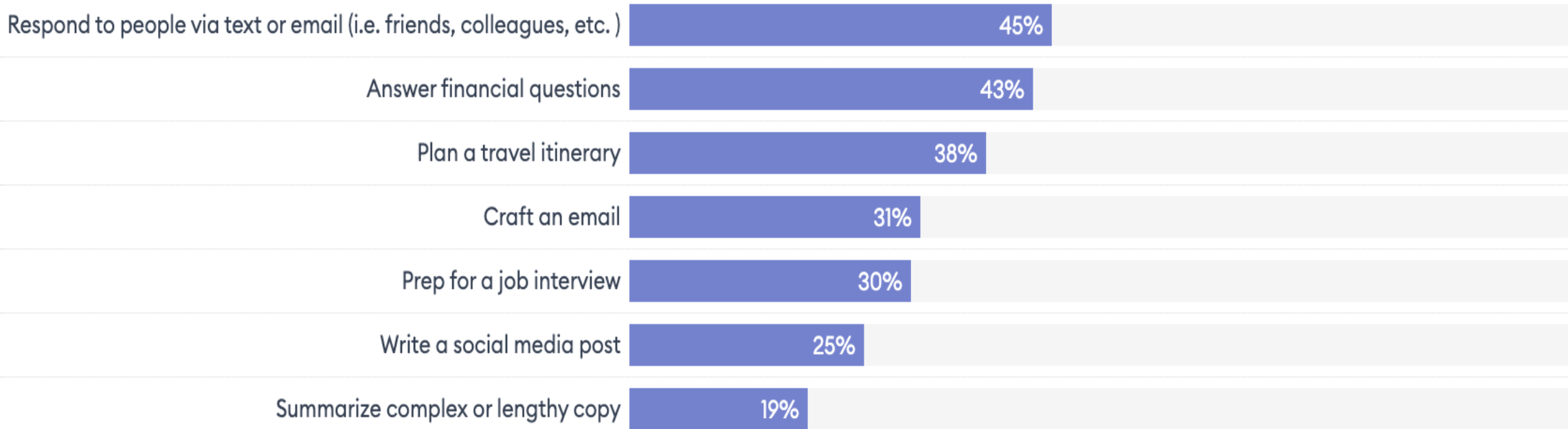
of businesses are
concerned about
technology dependence



Most Popular AI Uses in 2024

The most popular AI uses include responding to messages, answering financial questions, planning travel itineraries and crafting social media posts as its versatility transforms everyday tasks.^[7]

Most Common Way Consumers Plan to Use Artificial Intelligence











YOU HAD



ONE JOB



True or False?

**Everything seems like costs
more money.**

National Debt



A million seconds is about 12 days.

A billion seconds is half a lifetime (a bit under 32 years).

A trillion seconds is more than all of recorded history (a bit under 32,000 years).



GDP

The economy is okay (highly technical term here)

$$\text{GDP} = C + I + G + (X - M)$$

2024 = \$29 Trillion

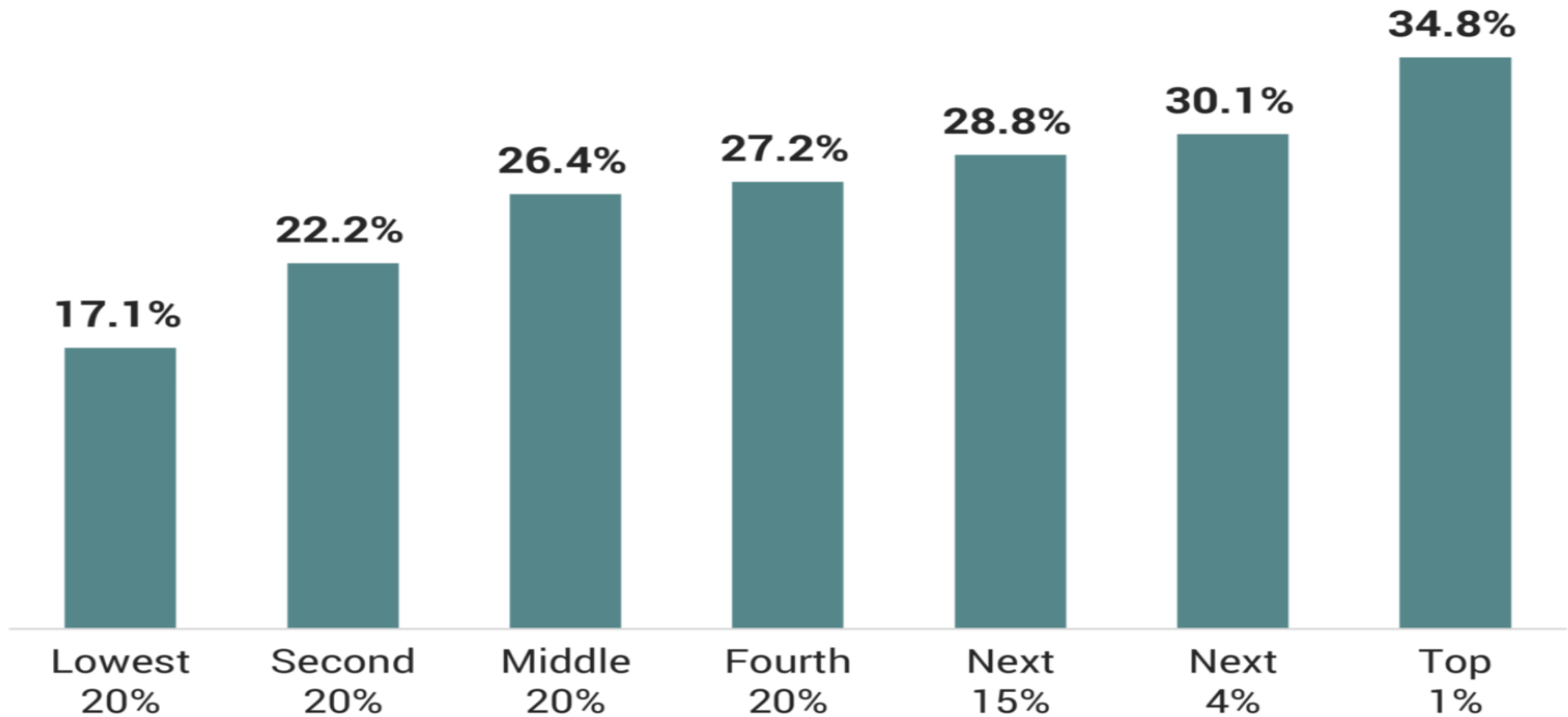
We are strong on consumer spending, exports, and govt spending.

Taxes



FIGURE 2


Total Federal, State & Local Effective Tax Rates in 2024



Source: Institute on Taxation and Economic Policy (ITEP) Tax Model, April 2024

Fiscal Policy



The background of the slide features a stack of Euro coins on the right side, which are in sharp focus. To the left of the coins, there is a blurred line graph with a blue line showing an upward trend. A dark blue semi-circular shape is positioned on the left side of the slide, containing the text.

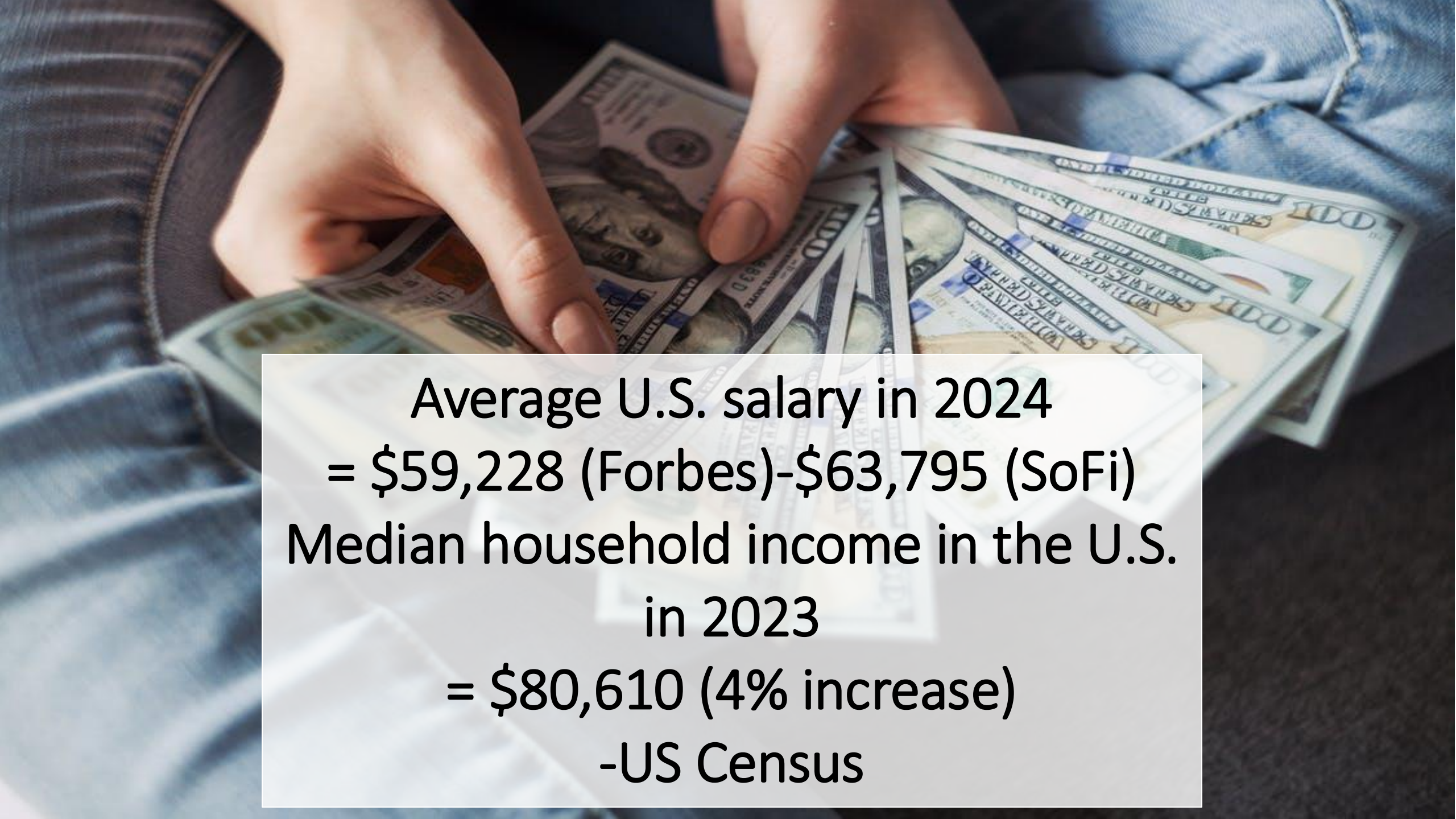
Monetary Policy 4.33%

The background of the image is a blurred photograph of financial tools and documents. In the upper left, a portion of a black calculator is visible, showing keys for '3', '6', '9', '1', and '+'. A silver pen with a black, perforated grip lies diagonally across the middle right. Below the pen, there are financial charts: a line graph with multiple peaks and troughs, and a bar chart with several vertical bars of varying heights. At the bottom, a table of numbers is partially visible, including '53', '440', '26', '133', '18', '720', '12,251', and '38'.

Inflation
2.9%



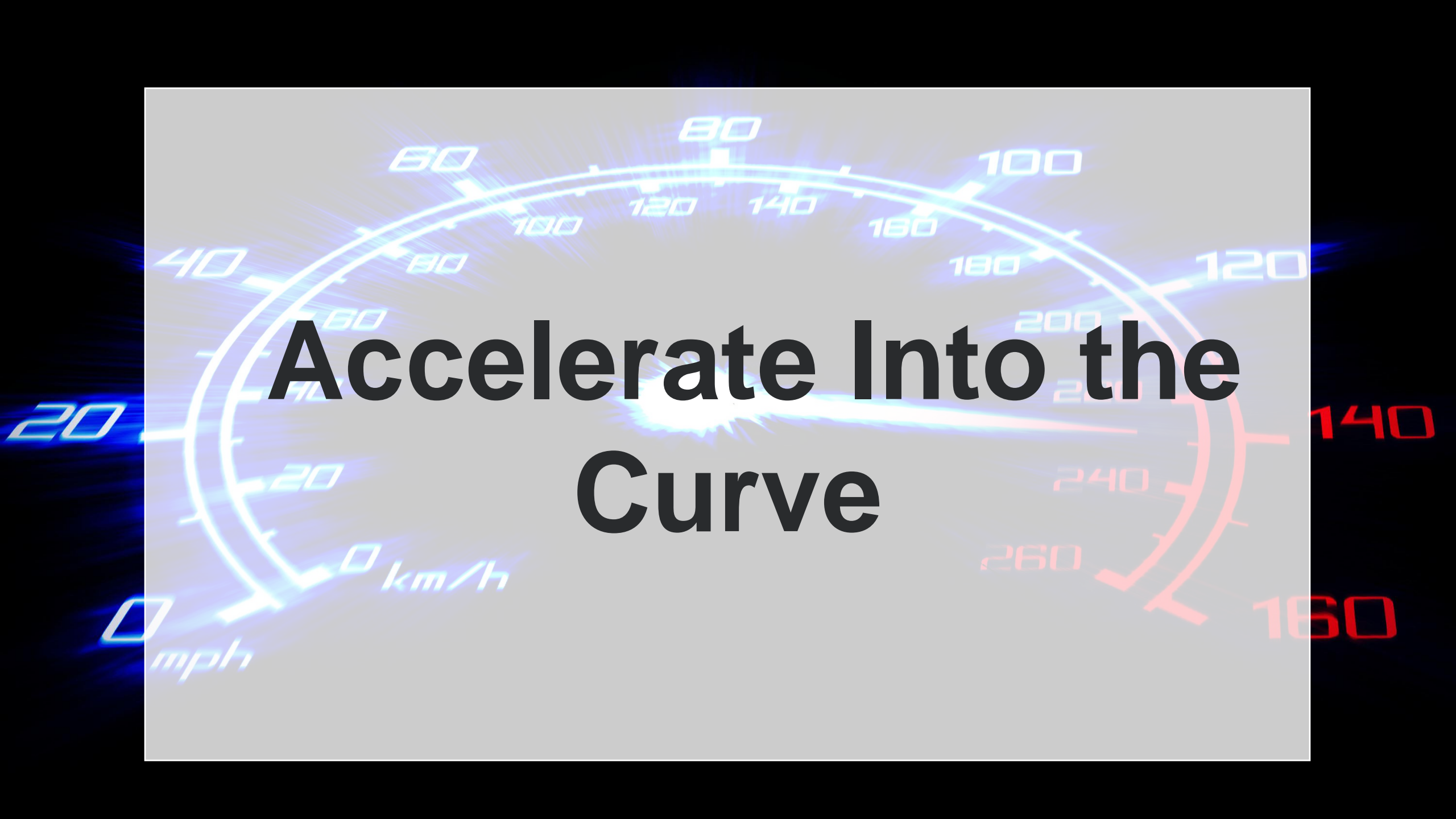
Wages and Salaries

A close-up photograph of a person's hands, wearing blue jeans, holding and fanning out several US dollar bills. The bills are mostly \$100 bills, with some \$50 bills visible. The hands are positioned in the upper half of the frame, with the fingers spread to display the currency. The background is dark and out of focus.

Average U.S. salary in 2024
= \$59,228 (Forbes)-\$63,795 (SoFi)
Median household income in the U.S.
in 2023
= \$80,610 (4% increase)
-US Census





A speedometer with a needle pointing to 80 km/h. The speedometer has two scales: an inner scale in km/h (0 to 260) and an outer scale in mph (0 to 160). The needle is blue and points to 80 on the km/h scale. The background is a light gray with a blue and red glow around the speedometer. The text "Accelerate Into the Curve" is centered over the speedometer in a large, bold, black font.

Accelerate Into the Curve

EVERYTHING

EVERYTHING

TO DO:

EVERYTHING



EVERYTHING

EVERYTHING

Which picture appeals to you most?

1. Coffee

2. Beach

3. Testimonial

4. Animals

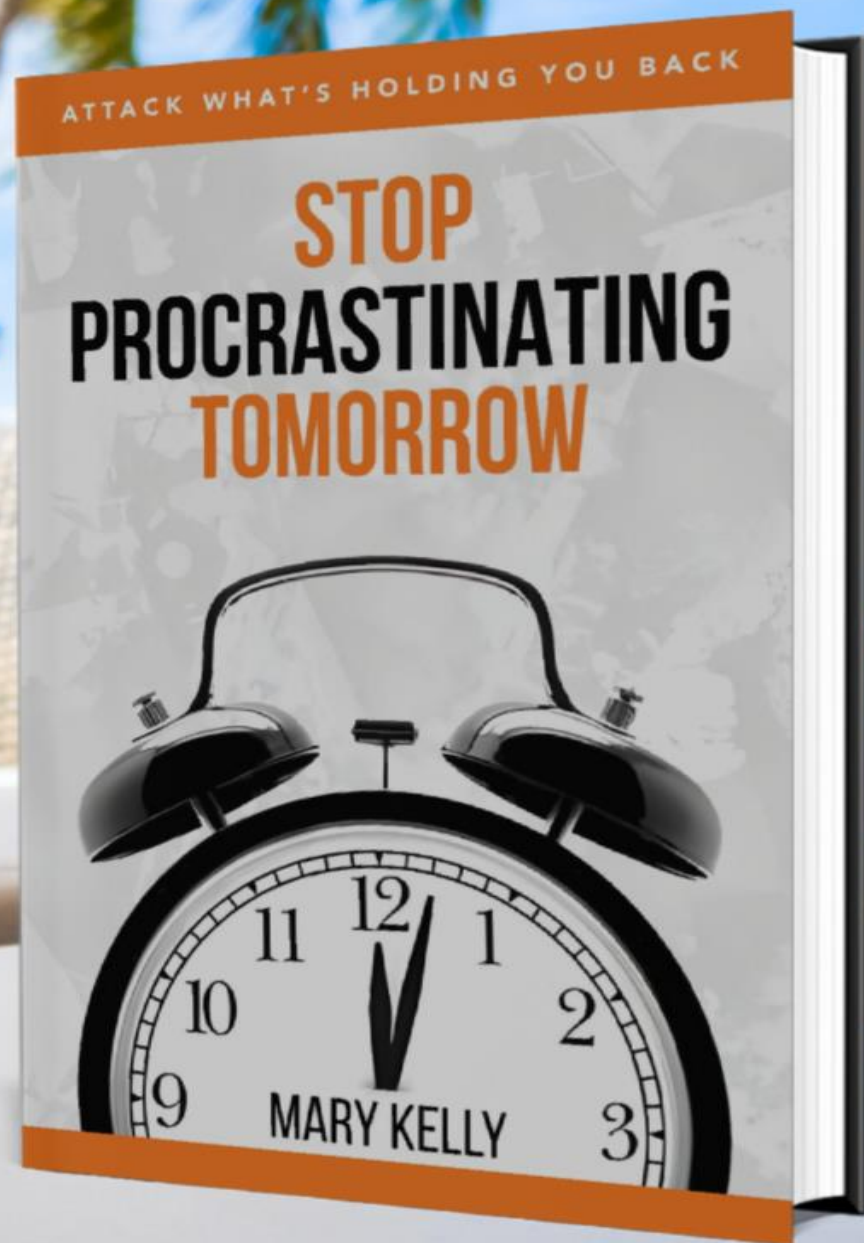
ATTACK WHAT'S HOLDING YOU BACK

STOP PROCRASTINATING TOMORROW

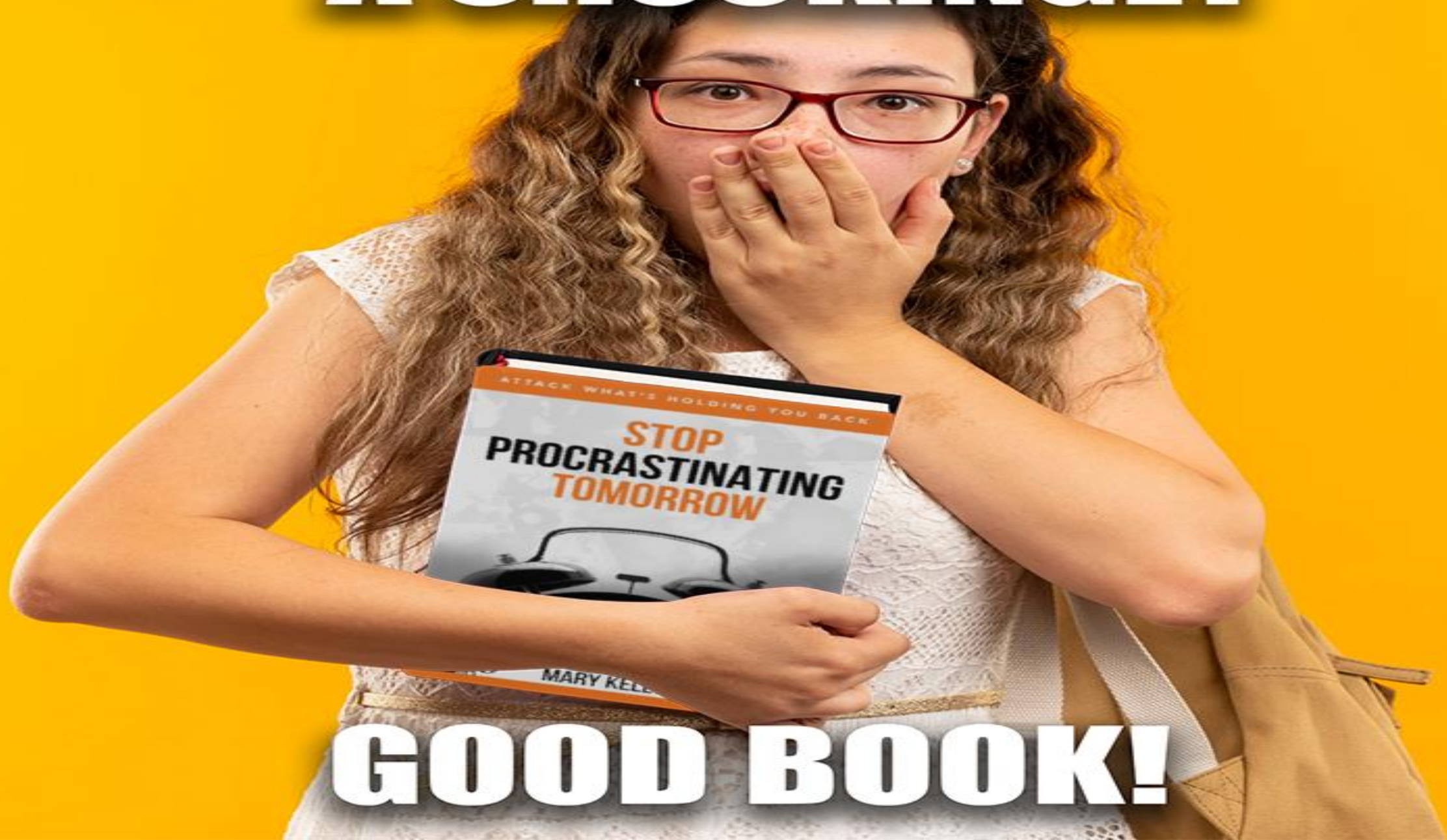


MARY KELLY





A SHOCKINGLY



GOOD BOOK!

A BOOK YOU'LL DEFINITELY



WANT TO GET YOUR PAWS ON!

THIS BOOK IS SO GOOD



**YOUR CAT WILL WANT
TO READ IT**

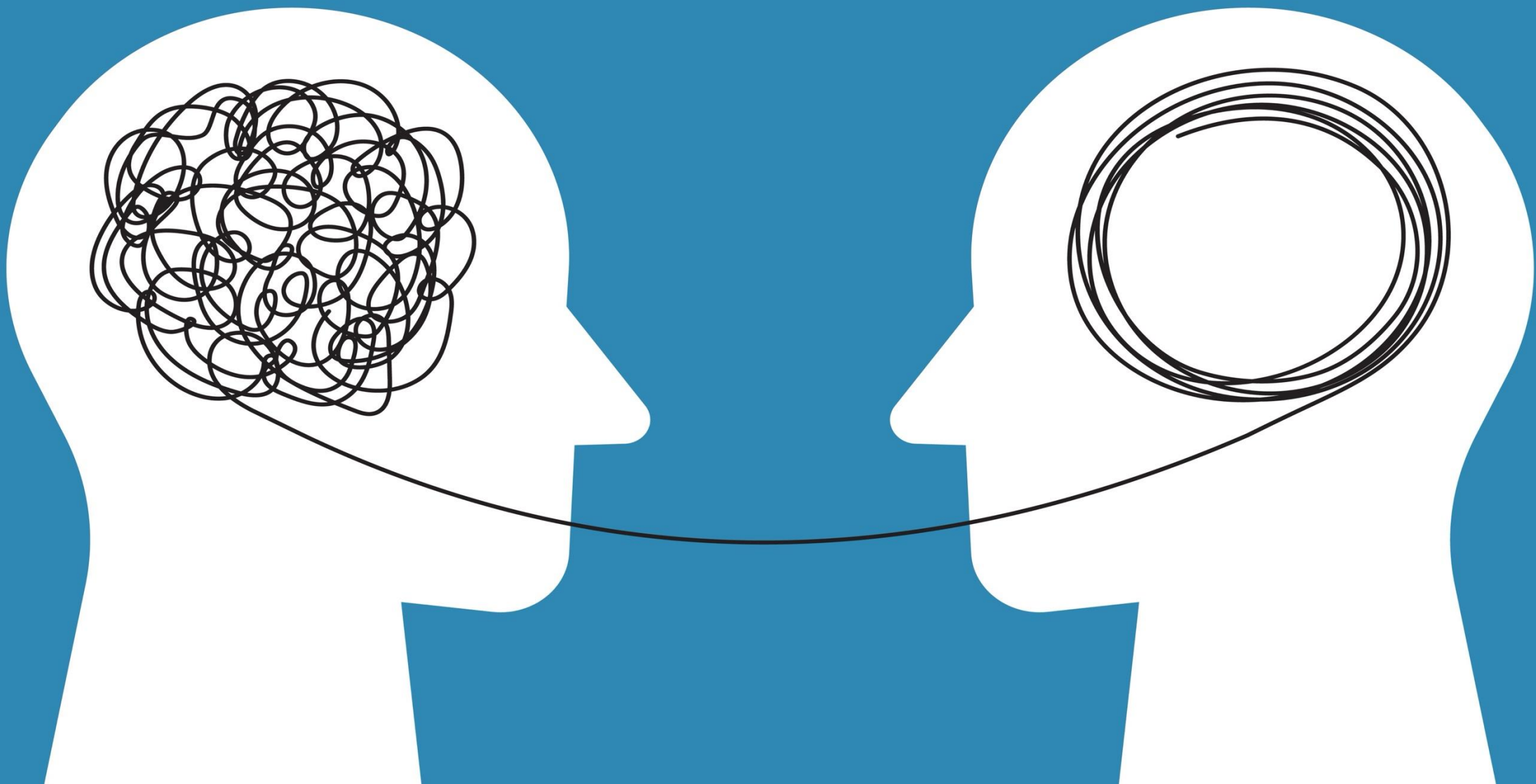
Which picture appeals to you most?

1. Coffee

2. Beach

3. Testimonial

4. Animals





Text the word dog to 66866





THE TREASURE CHEST OF RESOURCES! (\$497!)

Leader's Blind Spot Assessment

12-Month Business Success and Accountability Planner

Who Comes Next Tools Workbook

2023 Succession Planning Trends White Paper

17 of Mary's 5-Minute Solutions

Generate Ideas. Focus on Solutions. Be Productive. (book)

Resiliency: 7 Skills to Bounce Back During Tough Times
(book)

Dealing With Uncertainty Crisis, and Change (book)



COMPETITOR

Some strengths:

Driven

Confidence

Brave

Like a Bulldozer

MOTIVATOR

Some strengths:

Charismatic

Optimistic

Passionate

Impulsive

Caution

Watch for:

- Tasks over relationships
- Greedy
- Workaholic
- Power-hungry
- Win at any cost
- Impatient

- Arrogant
- Opinionated
- Obstinate
- Insensitive
- Abrasive
- Too risky
- Too outspoken
- Too forceful

Caution

Watch for:

- Talks over others
- Excitable
- Inattentive to details
- Unrealistic
- Wishful thinking
- Lack of follow through

- Glosses over tension
- Exaggerates
- Personal attacks toward others
- Not focused on details

CONTROLLER

ANALYZER

Some strengths:

Accurate

Inquisitive

Focused

Cynical

CONNECTOR

PEACEMAKER

Some strengths:

Reliable

Service oriented

Loyal

Conciliatory

Caution

Watch for:

- Analysis paralysis
- Overly critical
- Arrogant
- Defensive
- Passive-aggressive tactics
- Cynical

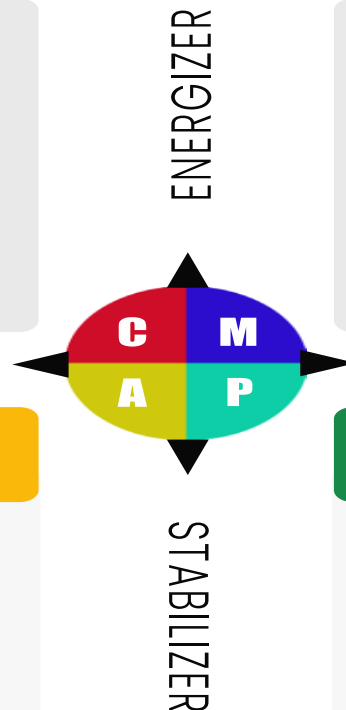
- Isolated (doesn't play well...)
- Unbending
- Slow to change decisions
- Stubborn
- Myopic

Caution

Watch for:

- Tendency to avoid change
- Tendency to avoid risk
- Withdraws under pressure
- Avoids tension
- Overwhelmed by deadlines
- False loyalties

- Internalizes frustrations
- Gives in to please others
- Easily swayed to help
- Taken advantage of
- Indecisive
- Sacrifices self
- Ignores problems



The Leaders Blind Spots Assessment



DISCOVER YOUR BLIND SPOTS!

Get Immediate Results blindspots.com

Authorized use of the Official Blind Spot Assessment

The Official Blind Spot Assessment

GET STARTED

The Leaders Blind Spots Assessment

SELECT ONE ANSWER

**Choose the word pair that best describes
you.**

Put yourself in a work environment. Don't overthink it.

Thinker – Inquisitive

Animated – Charming

Loyal – Sacrificing

Ambitious – Bottom Line

RETHINK
REPOSITION
CHANGE
NEW PLAN
SHIFT
PIVOT!
ALTERATION
RESET
MODIFY
CHANGE COURSE



P

P = Purpose



I

I = Influence / Inspire





Instructions for Use

Shake well before using. On a wet coat, lather your pet thoroughly with a few good palm-fulls of earthbath® Totally Natural Pet Shampoo.

Remember to eliminate all escape routes well in advance (a tip: once your pet is slippery wet he or she is suddenly smarter and faster than you are). Work lather from head to tail, paying special attention to irritated areas. Keep out of eyes. Leave on for at least 90 seconds to allow oatmeal and aloe vera to work their magic. May be diluted ten parts water to one part shampoo if desired.



V

V = Volatility











O

O = Opportunities













10







T

T = Tools/Training/Tech



12 MONTHS OF ACTION

STRONGER STRATEGY

BETTER DECISIONS

FASTER RESULTS

MARY C. KELLY

www.ProductiveLeaders.com

JANUARY

BUSINESS SUCCESS AND ACCOUNTABILITY

Goals for the month:

1. _____
2. _____
3. _____
4. _____
5. _____

This month I want to do more of these activities:

1. _____
2. _____
3. _____

This month I want to do less of these activities:

1. _____
2. _____
3. _____

This month I resolve to delegate/outsource:

This month I am going to streamline this process:

This month I am going to complete this project:

This month I am going to resolve this situation:

I will contact these 3 people for advice:

1. _____
2. _____
3. _____

I will reach out to these 3 potential decision-makers/clients:

1. _____
2. _____
3. _____

On a scale of 1 through 5, this month was a

5 ○ 4 ○ 3 ○ 2 ○ 1 ○
Fabulous Good Okay Meh Terrible

What could have made this month better?

1. _____
2. _____
3. _____

I am grateful for:

1. _____
2. _____
3. _____

This month I learned:

1. _____
2. _____
3. _____

JANUARY

BUSINESS SUCCESS AND ACCOUNTABILITY

Goals for the month:

1. _____
2. _____
3. _____
4. _____
5. _____

This month I want to do more of these activities:

1. _____
2. _____
3. _____

This month I want to do less of these activities:

1. _____
2. _____
3. _____

This month I resolve to delegate/outsource:

This month I am going to streamline this process:

This month I am going to complete this project:

JANUARY

BUSINESS SUCCESS AND ACCOUNTABILITY

Goals for the month:

1. Lose 20 pounds
2. Clean the house
3. Drink more water
4. Make \$100,000 more!
5. Negotiate world peace

[illegible]



Calls to Make	
Phone #/or Person	Regarding

Appointments/Meetings	
Time	Person/Place

Appointments/Meetings	

[illegible]

Today's Accomplishments	





Text the word dog to 66866





A man with a beard and a woman are shown from the chest up, facing each other in conversation. The man is on the left, wearing a white shirt and a dark tie, gesturing with his right hand. The woman is on the right, wearing a red blazer, looking at him with an expressive face. A dark blue banner with white text is superimposed over the middle of the image. The banner has faint circular patterns on its left and right sides. The background is a plain, light color.

If you are going to be good at
ONE business and leadership trait,
be good at COMMUNICATION



25

PREDICTIONS FOR

2025

25 Profitable,
Challenging, and
Transformative
Predictions for **2025**.

Dr. Mary Kelly



www.productiveleaders.com

01.

Economic Growth, Stability, Concern, and Optimism

The U.S. business environment in 2025 is expected will have moderate growth with stable inflation and employment rates. Strategic investments and the ability to adapt to policy changes will be critical for businesses and investors.

02.

U.S. Politics

The uncertainty of the U.S. election outcome is behind us, but questions linger about what the new administration will accomplish. A second Trump presidency should bode well for the stock market through 2025.

03.

Global issues remain highly interconnected with local economies:

- **Ukraine and Russia:** Fighting will escalate before deescalating. Russia, desperate for allies, will rely more on North Korean and other mercenary forces.
- **China:** Aggressive rhetoric regarding Taiwan will slow, though their military is directed to prepare for action by 2027. Skirmishes in the South China Sea with countries like the Philippines and Vietnam will continue.
- **Red Sea Conflict:** This hotspot will impact trade and regional stability, although Houthi attacks on merchant shipping and the US Navy will decline in 2025.
- **Israel:** There will be a cease-fire but no real peace.

04.

Trade Wars and Tariff Changes

Global disagreements over tariffs and free trade policies could disrupt industries and raise costs for businesses. Tariffs count less than most people think, but it will be a hot political topic.

05.

Economic Growth and GDP Projections

The U.S. economy is anticipated to experience moderate growth of 2.8% in 2025. The Congressional Budget Office (CBO) projects real GDP to increase by 2.4%, signaling recovery from previous slowdowns.

06.

Inflation Trends

US Inflation continues to gradually decline, with the CBO projecting the Personal Consumption Expenditures (PCE) price index to grow at 2.2%, aligning with the Federal Reserve's target. However, Americans are feeling the inflation from 2021 and 2022. Optimism about the economy is slow to return.

07.

Monetary Policy Adjustments

The Federal Reserve is expected to lower the federal funds rate to 3.6% by the end of 2025 to support economic activity.

08.

Labor Market Dynamics

The labor market remains stable with slower movement. The unemployment rate is projected to decrease slightly. Workforce trends indicate that workers are staying in jobs longer. Labor force participation rate is still too low. The U.S. still needs 8 million more workers to meet demand.

09.

Stock Market Outlook

- Analysts remain optimistic about the U.S. stock market. Barclays projects the S&P 500 to hit 6,600 by year-end, while Morgan Stanley forecasts a high of 7,400 due to strong earnings growth and favorable monetary policies.
- Risks include over-reliance on the “Magnificent 7” tech companies: Alphabet, Amazon, Apple, Meta, Microsoft, Nvidia, and Tesla.

10.

Technology and AI Integration

The technology sector, particularly artificial intelligence, will see continued growth as businesses invest heavily in AI-driven solutions.

11.

Challenges in Manufacturing

The manufacturing sector faces headwinds due to evolving trade policies and tariff disputes. Manufacturing is the 6th largest employer in the US.

12.

Investment Strategies

Investors focus on smaller-cap companies poised to benefit from rate cuts, foreign stocks, and sectors like U.S. materials and utilities offering solid dividends.

13.

Consumer Spending Trends

- Consumers are becoming more price-conscious, reducing spending on elastic (non-essential) items such as luxury vacations and brand-name products.
- Spending on inelastic (essential) items, like groceries, gas, and electricity, remains steady.

14.

Travel Industry Growth

Domestic and international air travel by Americans will continue to rise, even as low-budget airline Spirit declared bankruptcy.

15.

EV Market Slowdown

Growth in the electric vehicle sector may slow as consumers temper their enthusiasm due to high costs and practical limitations.

16.

U.S. Workforce Composition

Workforce breakdown (BLS data):

- Silent Generation: 1%
- Baby Boomers: 15%
- Generation X: 31%
- Millennials: 36%
- Generation Z: 18%

17.

Succession Planning: The Next Business Crisis

With Generation X retiring earlier (61–65) than Baby Boomers (65+), businesses face a leadership void due to a lack of experienced decision-makers.

18.

Leadership Development Focus

Organizations will need to double down on leadership training programs to bridge the gap between current and future leadership.

19.

Employee Retention Challenges

With a tight labor market, businesses must prioritize competitive compensation, work-life balance, and professional development to retain top talent.

20.

Education and Skill Gaps

Skill gaps will remain a significant challenge as businesses struggle to find qualified workers for emerging technologies and specialized roles.

21.

Cybersecurity Concerns

As AI integration grows, so do cybersecurity threats. Businesses must invest heavily in robust cyber defenses.

22.

Healthcare Industry Evolution

Advances in telemedicine and AI-driven diagnostics will continue to reshape the healthcare sector, improving accessibility and efficiency. Sadly, many organizations have gone back to mandating in-person medical appointments.

23.

Renewable Energy Expansion

The shift to renewable energy will continue, driven by government incentives and corporate sustainability goals.

24.

Supply Chain Recalibration

Businesses will further localize supply chains to mitigate risks from geopolitical tensions and international disruptions.

25.

Optimism Amid Challenges

Despite uncertainties, 2025 holds promise for growth and innovation as businesses adapt to the evolving landscape with resilience and creativity.



Improve productivity and morale!



► **Mary C. Kelly**

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