SERVICE STATION DEALERS OF AMERICA AND ALLIED TRADES

SSDA News

Service Station Dealers of America and Allied Trades

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REPAIR Act Introduced

By Roy Littlefield

Congressman Neal Dunn of Florida recently introduced the Right to Equitable and Professional Auto Industry Repair (REPAIR) Act.

The new bill "would ensure vehicle owners have access to important repair and diagnostic data needed for auto repairs," according to SSDA-AT.

"Currently, automakers are restricting vehicle owners and automotive repair shops from accessing repair data and tools, resulting in higher repair costs, fewer service options and longer wait times for vehicle maintenance. The REPAIR Act would affirm that this data belongs to the vehicle's owner, not the manufacturer."

"American consumers deserve full control over their vehicle repair and maintenance data to ensure they can find the best service for their vehicle at a reasonable price," said Congressman Dunn.

"Unfortunately, vehicle manufacturers are standing in the way of American consumers accessing their own data to use the repair shop of their choosing, limiting consumer choice. For far too long, (auto) manufacturers have championed anti-competitive practices by withholding crucial maintenance information, squeezing their customers and independent repair shops.

"Your vehicle belongs to you - not the manufacturer. I am introducing the REPAIR Act to provide a binding, workable solution to anti-competitive behavior in the auto repair industry to reaffirm consumer control over their vehicle maintenance data and empower them to work with repair shops big and small."

"SSDA-AT fully supports the REPAIR Act to protect the Right to Repair nationwide," Roy Littlefield IV, SSDA-AT.

"Right to Repair remains a top priority for SSDA-AT members and a national law would provide much-needed clarity and direction in vehicle repair, ensuring fair access to repair data and preserving consumer choice. SSDA-AT will continue to make this a top priority in our advocacy efforts."

Common Design Mistakes Made By Inexperienced Web Designers

Millions of people search the internet every single day looking for solutions to their problems and answers to their questions. Today's consumers demand the information they need to make informed purchasing decisions. In fact, nearly 88 percent of consumers research products or services online before buying in store. In today's digital landscape, an easy to find, responsive, website is vital for your business's long-term success.

Many elements need to be taken into consideration when building and launching a website. In our digital world, a website is often your business's first impression. It needs to be professional, reflect the unique qualities of your business, and provide visitors what they want – when they want it.

Building your own website or working with an inexperienced web designer can be risky. It can weaken your site's overall reach and search ranking. While spending less money or building your own website may seem like an economical decision, an experienced web design team knows how to avoid the following mistakes.

Poor Structure & Navigation

A recent study found that 94% of consumers expect a website to be easy to navigate and easy to use. If a visitor can't find what they need on your site quickly and easily, they will leave and find a frustration-free option. Easy navigation is often ranked as the most useful website feature. By adding simple navigational toolbars and menus, your website can create an intuitive user experience. A successful website delivers an instinctive user-experience that ensures a site's traffic stays both engaged and also returns.

Lack of Search Engine Optimization (SEO)

Over 93 percent of all online activities start on search engines like Google, Yahoo, or Bing. Why? Simple - people trust Google. By ranking high on search engines, your business builds trust and credibility. Search Engine Optimization (SEO) also pulls in quality traffic to your website. Search traffic is already interested in your products or services. These people are actively searching for the problem your business solves. Keep in mind the average person won't go past the first five listings on a search engine results page!

SEO, a way to improve your website so it appears closer to the top of search results, can put you ahead of the competition but it isn't a static process. It

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is a framework with rules and processes. If two websites are selling the same exact thing, the search engine optimized website is more likely to appear closer in the top positions in organic search results. This can have a huge impact on your company's goals – like increasing your leads and sales.

Missing Call to Action (CTA)

In digital marketing, a CTA is often a button with copy. A CTA is designed to persuade site traffic to take a particular action that will benefit your business. A successful CTA provides a better user-experience by directing what steps your site's visitors should take next – moving them down the sales funnel. Without a call to action, visitors leave your site without learning about your services, scheduling an appointment, or without providing any follow-up information. Without a clear CTA on your site, you will lose sales and customers.

Using Free or Low-Cost Templates

Rookie designers may resort to use a free or low-cost design templates. While this may seem like an easy solution, it often creates a disconnected, generic website. Your business is unique and your website should be, too.

Let's say you pick a website template for your business and you love it.

Unfortunately, there is nothing stopping your competitors from purchasing the same template. A good designer gets an understanding of your business and tailors the design and structure of your site to promote conversions generating more sales.

Avoiding These Common Mistakes

When you invest in a professional web design team, not only are you investing in the visual appearance and accessibility of your website, you are also investing in expert advice, techniques, and best practices creating the best possible user-experience.

Professional designers and digital marketers take time to ensure each website design captures the individuality of the business, provides an excellent user-experience, and can be easily found online. A custom-designed responsive website is where it's at.

Europe Remained Top Buyer of US LNG in Feb.

US liquefied natural gas exports fell slightly compared with previous months to 9.2 million short tons in February, preliminary LSEG data show.

Europe received 82% of shipments, while volumes sent to Latin America more than doubled month over month to 617,300 short tons.

DOE Relaxes LNG Bunkering Regulations

The Energy Department will no longer treat US liquefied natural gas transfers between ships for marine fuel use as exports, except when conducted in foreign territorial waters.

"Today's action is a significant step in reducing regulatory burdens and helping this important segment of the LNG market continue to grow," said DOE official Tala Goudarzi.

Refinery Closures and Rising Consumption will Reduce U.S. Petroleum Inventories in 2026, eia

In 2026, we forecast that inventories of the three largest transportation fuels in the United States—motor gasoline, distillate fuel oil, and jet fuel—will fall to their lowest levels since 2000 in our February Short-Term Energy Outlook.

Two pending refinery closures will reduce U.S. production of refined petroleum products. When combined with our forecast of growing consumption, we expect inventories for the three fuels to decline through 2026. We forecast inventories for these fuels will end next year at 375 million barrels, the lowest since 2000 when they ended the year at 358 million barrels.

Inventory withdrawals tend to increase wholesale and retail fuel prices because market participants must meet demand by competing for a smaller pool of refinery production. As a result, we also forecast wholesale refinery margins for the three fuels will increase. In our forecast, however, these wider margins are partially offset by falling crude oil prices, leading to relatively smaller increases in retail fuel prices or even a decline in retail gasoline prices.

Less motor gasoline refinery production and smaller inventories correspond with falling gasoline consumption in the United States. Because of both increased automobile efficiency and less employment growth, we forecast U.S. motor gasoline consumption will decline about 1% in 2026, following no year-over-year change in 2025.

Dividing inventory levels by the three-year average previous rate of consumption provides an indicator called days of supply. Based on this indicator, we expect the days of supply of motor gasoline will remain near historical averages.

For distillate, increased biofuel substitution is a new factor affecting balances and prices. We forecast that biodiesel and renewable diesel, both consumed individually and blended into petroleum distillate, will comprise about 9% of U.S. distillate fuel oil consumption next year, up from 5% in 2021.

Accounting for these fuels' stocks means that the United States will have around 10% more days of supply of distillate fuel than if we considered availability by only looking at petroleum distillate inventories. Even accounting for biofuels, inventories and days of supply will remain relatively low compared with historical averages, however.

We believe jet fuel will face tight supply and demand conditions. U.S. consumption of jet fuel will rise to an all-time high next year, while reduced refinery production will decrease jet fuel inventories to low levels. When adjusted on a days of supply basis, we forecast U.S. jet fuel will decline to about 21 days of supply—the lowest since 1963.

Five Approaches to Mitigate Tariff Disruptions in Your Supply Chain, Supply Chain M.R.

Since taking office in January, President Trump and his administration have made weekly and sometimes daily announcements on tariffs, whether for longtime trade partners or geopolitical rivals—most of which have not yet been imposed. Executives are left to wonder: Are these pronouncements a negotiating tactic to drive more favorable results for U.S. businesses and citizens or will they become business realities that companies will have to navigate? How should executives respond to the latest news cycles?

These developments have many of our supply chain clients whipsawing between business-as-usual complacency and panic, often in the span of a few days. For instance, when President Trump announced an additional 25% tariff on imports from Canada and Mexico, we woke up to over a thousand emails and 100 pings from clients and work colleagues, reflecting the shockwaves resonating throughout unprepared C-suites. But the market does not offer much forgiveness when executives are not prepared for what is predictable, even if the threat is short-lived.

Most supply chains rest on carefully considered plans, involving strategically located manufacturing and distribution sites, value chain partners that can circle the globe, and internal functions such as legal and tax. Those plans risk immediate disruption from imposed tariffs, with short-term and possibly long-term ramifications.

With the potential for escalating retaliatory actions by trading partners, companies must navigate an increasingly complex landscape where every decision can have significant financial repercussions. Here are five ways to shake off complacency for resiliency with the benefit of improving your supply chain and organizational alignment.

1. Creating a cross-functional disruption response squad

Many companies lack the foundation for acting decisively in the heat of the moment. It circles back to a perennial problem for organizations: siloed functions. Amid the threat of tariffs, supply chain teams need input from tax, trade, financial teams (including the CFO) and commercial functions. Some of the impacts of tariffs are less visible, such as the link between transfer pricing and customs valuation. And there are sector implications: in life sciences companies, for example, the trade function oftentimes resides in supply chain due to the importance of import licenses and permits, activities that are generally best supported by the “business” and in the supply chain department.

This required collaboration should go far beyond monthly team calls or relationships at the top: it happens at an execution level. It is fostered by developing an appreciation of how supply chain decisions impact the entire organization’s performance and value creation, as well as how imposed tariffs can upset that balance. Then that appreciation, informed by current events, is cascaded into daily working practices.

Forward-thinking organizations are building response squads that provide key business functions a seat at the table, sometimes engaging outside consultants—the best minds across domains who collaborate on specific issues, much like a specialized center of excellence. These squads meet on an ongoing cadence, recognizing that potential disruptions are not one-off events. They examine emerging possibilities in the landscape, discuss them regularly, help evolve the infrastructure for data-driven action and ultimately orchestrate execution. Drawing from simulations and tabletop exercises, the response squad is tasked with strategic thinking today so that actions can begin tomorrow, when warranted.

2. Evolving the infrastructure for data-driven decision-making

Enterprise resource planning (ERP) data may not provide a complete picture of a company’s trade dynamics and the impacts of tariffs. For instance, companies may struggle to fully understand how quickly prices are changing or to gain insight into pricing tiers within the supply chain and their effects on financial forecasts.

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Additionally, internal data may not be properly integrated to model the relevant attributes accurately. For example, information about imports sent to U.S. Customs and Border Protection, which is part of an automated commercial environment, is crucial for modeling the impact of reciprocal tariffs.

This comprehensive data on trade must be complemented with other data feeds to gain insights into the current state and impacts of tariffs, facilitating rapid decision-making in response to the changing landscape. There are many factors to consider in manufacturing and logistics planning, and analytics can help businesses quickly assess the effects of tariffs on timelines and costs, enabling them to pivot strategies as needed.

3. Better understanding your full value chain

Even that data is likely not the full story, unless you have a very advanced supply chain that incorporates information from strategic partners in your value chain and incorporates their exposures. Any change, whether in the form of tariffs or customer demand, has to work its way linearly back through the supply chain to get to the original equipment manufacturer, the supplier, the supplier's supplier—all through the tiers. It could take months before people change their production plans. Some companies banking on ramping up imports before a tariff goes into effect will likely face such a bullwhip effect up and down their supply chain.

There's nothing to lose by understanding your value chain better—instead, you are positioned to optimize it rather than ending efforts at your warehouses and plants. Advanced players are evolving their supply chains toward digitally networked ecosystems with shared data in the cloud so that everyone can see what's happening now, immediately adjust to real-time events and even predict what happens next.

4. Adapting business strategies, including network optimization

Better and broader data should guide you toward a range of clarifying actions in response to tariff changes, including diversifying supply sources, renegotiating contracts, and exploring free trade zones and alternative markets. Companies should ask: At what sustained level of tariffs, and at what tiers, do we need to change gears? Often, an analysis like this, when informed by better and broader data, can take up to 12 weeks, allowing potential disruptions and cost implications to be visualized.

Network optimization, which involves physically changing your organization's footprint, may also need to be considered. This approach enables businesses to strategically assess and adjust their manufacturing, logistics and sourcing strategies in response to potential cost increases. Companies can identify the most efficient routes, suppliers and distribution centers, allowing them to minimize transportation costs and lead times. Contingency plans that incorporate insights from network optimization and data analysis enhance agility and resilience in the face of tariff fluctuations.

5. Performing proactive policy reviews

Regularly reviewing customs valuation and transfer pricing policies will help ensure compliance and optimize cost structures in light of tariffs. Thorough assessments of these policies should be conducted to identify areas for improvement and potential savings, while continuous monitoring of trade policies and market conditions is vital for anticipating changes.

It's crucial to recognize the significance and potential impact of complexities of global trade and tariff dynamics, particularly at this time. Remaining agile and prepared for whatever challenges lie ahead is essential. These steps are vital not only for navigating a fluctuating trade landscape but also for the everyday operations of your business, especially as agility is becoming more and more valuable in supply chains. By implementing these five actions, your team will be better positioned to gain insights and collaborate effectively, ensuring that the lifeblood of your organization—the supply chain—remains robust and resilient.

CERAWEEK: Energy Industry Should Not Overreact to Trump's Tariff Threats: Oil Group CEO, S&P G

The energy industry should not overreact to headlines about the Trump administration's tariff threats because he is using it as a negotiating tactic and he is bringing much-needed change to US policy, Mike Sommers, President and CEO of the American Petroleum Institute, said on March 11.

"I would encourage all of you not to overreact, in terms of what we witnessed in just the last 12 hours," Sommers said at the CERAWeek by S&P Global energy conference in Houston.

Over the course of the day, Ontario imposed tariffs on electricity exports in response to planned US tariffs, US President Donald Trump threatened to increase the tariff on Canadian steel and aluminum coming into the US from 25% to 50% starting on March 12, and then both Ontario and Trump appeared to have reversed course.

"I think all of us have to be prepared for this kind of chaotic action," Sommers said. "We elected a disruptor and by the way, there are a lot of things that need to be disrupted, particularly in the energy space because we have gotten energy policy so wrong for so long," he added.

The energy industry has made the case that energy trade should be treated differently in tariffs, Karen Harbert, President and CEO of the American Gas Association, said.

Trump had planned a 25% tariff on Canadian products across the board, but it was reduced to 10% for energy and then cut to 0% for energy because energy is covered by the US-Mexico-Canada trade agreement, she said.

"So, there is a recognition of the importance of the energy relationship between us and Canada," Harbert said.

Permitting reform

Panelists agreed on the need for permitting reform for all energy sectors, from oil and gas to renewables and nuclear.

Environmental permitting for nuclear facilities is much harder than it needs to be, said Maria Korsnick, President and CEO of the Nuclear Energy Institute.

In a license renewal for a nuclear plant that has been operating for years, the environmental permitting takes longer than the safety analysis for the contin-

CERAWEEK: Energy Industry Should Not Overreact to Trump's Tariff Threats: Oil Group CEO, S&P G

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ued operation of the plant, Korsnick said.

"The regulator says, 'We can't possibly do this in less than 18 months,'" Korsnick said. "I'm like, 'My god, there has been a plant operating there for 50 years, you've had all kinds of time to analyze it,'" she said. "I think we just need to kind of reframe and make sure that we can do these things much more efficiently."

Sommers underscored the importance of permitting reform but expressed skepticism about its prospects in Congress. Policy in 2025 is going to get done by executive order, by the agencies or through the reconciliation process in Congress, which is inherently partisan, he said.

"By the time they get around to permitting reform, there's going to be a lot of scar tissue that's been built up," Sommers said. "I think the best permitting reform that we're going to get is actually from the regulatory agencies in the short term."

Congress concerns

The energy industry will have to take on a new role in the legislative process, said Jason Grumet, CEO of the American Clean Power Association.

"When Congress used to function, we all used to be able to be a little bit petty," Grumet said. "We could all just talk about the stuff we wanted, and we could count on Congress to metabolize the differences and go through the committee process and produce something that represented the interests of the country."

But Congress is not good at that anymore, and that puts a lot of burden on industry to basically be the ballast in the system to prevent careening politics from pulling policy away from the national interest, Grumet said.

Looking ahead, it is possible that "terrifying" demand growth could be a wake-up call, Grumet said. "I think if we start to see those prices going in the wrong direction, we will quickly see the bipartisanship of our nation relocate to energy pragmatism," Grumet said.

EPA Launches Sweeping Deregulation Effort on Industrial Emissions Rules, manufacturingdive

The U.S. EPA launched a massive deregulation effort, announcing 31 actions regulators are taking against the "climate change religion."

The actions span a variety of industries and aim to cut regulatory costs and create jobs, according to an EPA press release. Several of the deregulations could impact manufacturers, including the reconsideration of rules pertaining to air quality emissions standards.

The actions are in line with President Donald Trump's move to lessen the scope of the federal government's regulatory reach. The news comes weeks after administration officials said Trump intends to cut EPA spending by 65%, according to a Politico report.

Manufacturing-related deregulations from the Wednesday announcement include reconsiderations of:

Light-duty, medium-duty, and heavy-duty vehicle regulations that underpin what the Trump administration often refers to as the "electric vehicle mandate."

The Risk Management Program Rule, regarding emergency safety standards at facilities that use regulated toxic or flammable substances.

The Technology Transition Rule, which sets limits on the use of hydrofluorocarbons.

Particulate matter national ambient air quality standards, which was revised in February 2024 to include a "primary (health-based) annual PM2.5 standard at 9.0 micrograms per cubic meter," according to the EPA.

Multiple national emission standards for hazardous air pollutants, which pertain to substances "that are known or suspected to cause cancer or other serious health effects," according to the EPA.

The agency also intends to end the "Good Neighbor Plan" that aims to ensure 23 states reduce air pollution from power plants and other industrial facilities.

IEA Says Trade Tensions Clouding Oil Demand Outlook, Argus

The IEA downgraded its global oil demand growth forecast for 2025, noting a deterioration in macroeconomic conditions driven by rising trade tensions. It sees a larger supply surplus as a result, which could be greater still depending on Opec+ policy.

The Paris-based agency, in its latest Oil Market Report (OMR), sees oil demand rising by 1.03mn b/d to 103.91mn b/d in 2025, down from a projected rise of 1.10mn b/d in its previous OMR. The IEA said recent oil demand data have underwhelmed, and it has cut its growth estimates for the final three months of 2024 and the first three months of this year.

US President Donald Trump has imposed tariffs on various goods arriving in the US from China, Mexico and Canada, as well as on all imports of steel and aluminium. Some countries have retaliated with tariffs of their own on US imports, raising the prospect of a full-blown trade war.

The IEA said US tariffs on Canada and Mexico "may impact flows and prices from the two countries that accounted for roughly 70pc of US crude oil imports last year." But it is still too early to assess the full effects of these trade policies on the wider oil market given the scope and scale of tariffs remain unclear and that negotiations are continuing, the IEA said.

For now, the IEA's latest estimates see US demand growth this year slightly higher than its previous forecast. It sees US consumption increasing by 90,000 b/d to 20.40mn b/d, compared with a projected rise of 70,000 b/d in the prior OMR. The downgrades to its global oil demand forecast were mainly driven by India and South Korea.

The agency also noted latest US sanctions on Russia and Iran had yet to "significantly disrupt loadings, even as some buyers have scaled back loadings."

The IEA's latest balances show global supply exceeding demand by 600,000 b/d in 2025, compared with 450,000 b/d in its previous forecast. It said the surplus could rise to 1mn b/d if Opec+ members continue to raise production beyond April.

Eight members of the Opec+ alliance earlier this month agreed to proceed with a plan to start unwinding 2.2mn b/d of voluntary production cuts over an 18 month period starting in April.

The IEA said the actual output increase in April may only be 40,000 b/d, not the 138,000 b/d implied under the Opec+ plan, as most are already exceeding their production targets.

The IEA sees global oil supply growing by 1.5mn b/d this year to 104.51mn b/d, compared with projected growth of 1.56mn b/d in its previous report. The agency does not incorporate any further supply increases from Opec+ beyond the planned April rise.

The IEA said global observed stocks fell by 40.5mn bl in January, of which 26.1mn bl were products. Preliminary data for February show a rebound in global stocks, lifted by an increase in oil on water, the IEA said.

Facing Competition from Big Tech, States Dangle Incentives and Loosen Laws to Attract Power Plants, AP

Facing projections of spiking energy demand, U.S. states are pressing for ways to build new power plants faster as policymakers increasingly worry about protecting their residents and economies from rising electric bills, power outages and other consequences of falling behind Big Tech in a race for electricity.

Some states are dangling financial incentives. Others are undoing decades of regulatory structures in what they frame as a race to serve the basic needs of residents, avoid a catastrophe and keep their economies on track in a fast-electrifying society.
“I don’t think we’ve seen anything quite like this,” said Todd Snitchler, president and CEO of the Electric Power Supply Association, which represents independent power plant owners.

The spike in demand for electricity is being driven, in large part, by the artificial intelligence race as tech companies are snapping up real estate and seeking power to feed their energy-hungry data centers. Federal incentives to rebuild the manufacturing sector also are helping drive demand.

In some cases, Big Tech is arranging its own power projects.
But energy companies also are searching for ways to capitalize on opportunities afforded by the first big increase in electricity consumption in a couple of decades, and that is pitting state political leaders against each other for the new jobs and investment that come with new power plants.

Governors want to fast-track power plants

Moves by states come as a fossil fuel - friendly President Donald Trump and Republican-controlled Congress take power in Washington, D.C., slashing regulations around oil and gas, boostingdrilling opportunities and encouraging the construction of pipelines and refineries that can export liquefied natural gas.

States are seeking action, with the National Governors Association asking Congress to make it easier and faster to build power plants and criticizing the U.S. as among the slowest developed nations in approving energy projects.

But there may be less that the federal government can do right away about a looming power shortage, since greenlighting power plants to feed the electric grid is largely the province of state regulators and regional grid operators.

Pennsylvania Gov. Josh Shapiro wants to establish an agency to fast-track the construction of big power plants and dangle hundreds of millions of dollars in tax breaks for projects providing electricity to the grid.

Shippers Weigh Tariffs, Port Changes on Global Supply Chains, ICIS

Whether it is dealing with on-again, off-again tariffs, new charges at US ports for carriers with China-flagged vessels in their fleets, or booking passage through the Panama Canal, participants at this year's International Petrochemical Conference (IPC) have plenty to talk about.

Last year, shippers were dealing with tight global capacity after carriers began avoiding the Suez Canal because of attacks on commercial vessels by Houthi rebels, the possibility of labor issues at US Gulf and East Coast ports, and fewer slots for passage through the Panama Canal as that region dealt with a severe drought.

But 2025 has brought a new series of challenges that will keep logistics and supply chain professionals busy.

TARIFFS
The US has imposed tariffs of 25% on most imports from Canada and Mexico, effective 4 March, but US President Donald Trump said last week that tariffs on goods from Mexico and Canada that are compliant with the USMCA free trade agreement will be exempt until 2 April.

It is unclear what shifts in trade flows will be seen once tariffs are fully implemented, but analysts at Dutch banking and financial services corporation ING still expect global trade to see solid growth amid trade tensions, geopolitical risks and economic nationalism.

ING expects trade in goods to grow by 2.5% year on year in 2025, driven by heavy front-loading in the first quarter and increased intra-continental trade throughout the year.

"While it is true that some countries heavily depend on the US market, such as Canada and Mexico, global trade is far more diverse and does not solely revolve around the United States," ING said.

According to the World Integrated Trade Solution (WITS) data, which contains trade data among 122 countries, the US accounts for 13.6% of total global exports.

Additionally, the reliance on raw materials and critical intermediate products that cannot be substituted, as well as new alliances and potential trade deals speak for continued trade in goods.

STRATEGIES FOR ADAPTATION
Chemical distributor GreenChem Industries offered suggestions that chemical companies could implement to mitigate the effects of tariffs.

These include finding new sources for raw materials in regions with favorable trade agreements, modifying transportation routes and methods to lower costs and enhance efficiency, discovering more affordable chemical alternatives that maintain quality, reevaluating trade agreements to secure more competitive pricing, and investigating the potential for manufacturing within strategic markets to avoid extra costs.

Reality Check: Hurdles Await EPA's Deregulatory Spree, E&E

EPA's massive regulatory rollback may struggle to survive the scrutiny of the courts — but in its attempt to undercut environmental protections, the Trump administration may succeed in creating enough havoc to delay the nation's response to the urgent problem of climate change.

In his announcement of EPA's deregulatory assault, Administrator Lee Zeldin offered few details on how the agency plans to dismantle dozens of climate, air and energy rules — and the science underpinning those regulations — particularly in light of the Trump administration's push to shed thousands of EPA staffers and 65 percent of the agency's budget.

To many legal experts, Zeldin's effort echoes the rule-slashing strategy embraced by former EPA Administrator Scott Pruitt during the early days of President Donald Trump's first term. The courts repeatedly struck down those efforts for violating the Administrative Procedure Act, a federal statute that sets the terms for how agencies can write — and rewrite — rules.

"There was a desire for quick fixes and silver bullets, and the EPA got burned with that under Pruitt," said Jonathan Adler, a conservative legal scholar and founding director of Case Western Reserve University's environmental law center. "It almost seems like some of those lessons have been unlearned."

Joe Goffman, former EPA air chief under former President Joe Biden, said Zeldin and other current officials may have gleaned from the first Trump administration's court losses that they should find new workarounds for deregulation, rather than try to operate within legal constraints. "Withdrawing the endangerment finding may be the governing shortcut," he said, referring to EPA's 2009 conclusion that carbon dioxide and other planet-warming pollution endanger public health and welfare. "If you actually withdraw that, think of how these dominoes would fall." The endangerment finding is one of the EPA actions on the Trump administration's chopping block.

"Since 2009, I've consistently argued that the endangerment finding required a consideration of downstream costs imposed on both mobile sources like cars and stationary sources like factories," said Office of Information and Regulatory Affairs Administrator Jeff Clark in one of several press releases EPA issued Wednesday. "Under the enlightened leadership of President Trump and Administrator Zeldin, the time for fresh thought has finally arrived."

Legal experts say the courts have consistently rejected that exact argument.

"If the goal is deregulation, then deregulate. Replacing more burdensome rules with less burdensome rules makes a lot of sense, and EPA has a lot of authority to do that. But the endangerment finding, just look at the language of the" Clean Air Act, said Adler. "The agency doesn't have the sort of space that the administration wants with that language."

Still, even if the courts reject the Trump administration's rule-busting effort, EPA's agenda could still have destructive practical effects, said Goffman.

"Even if they ultimately lose, just starting the process creates the kind of time-destroying chaos in what up until yesterday had been a robust climate policy regime," he said in an interview Thursday. "Twenty-four hours in, the mission of sabotage is already on its way to success."

Opinion: How to Lead Yourself During Disruption, Smart Brief

At the core of great leadership is self-leadership. As William Penn said, “No man can command another who cannot command himself.” Commanding ourselves during disruption and uncertainty has become the biggest challenge for leading ourselves and others. It’s easy to give in to the voice in your head that threatens your stability. The path of least resistance is to become impulsive during conflict. The easy road is to blame politics, world events and circumstances as an excuse to limit your efforts. As I make my way out of post-op (12 weeks past knee replacement surgery), I’m sharing universal principles of self-leadership during times of disruption.

Manage your impulses

Good decision-making is possible when you’re working from the pre-frontal cortex, not the primal brain. When you’re emotionally compromised and have no more bandwidth, you’ll react compulsively. The same is true if you’re on pain medication. For example, during recovery, I’d see things on TikTok or Amazon and think, “I need to buy that.” I bought new coffee mugs and a rebounder. At the moment of the purchase, I felt a little rush of dopamine. When these products arrived (especially the huge rebounder), I thought, what am I doing?

Leadership lesson: When we’re emotionally or mentally compromised, we make impulsive decisions. It’s nothing to worry about as long as no one gets hurt. Get the support and the rest you need so that you maintain capacity during difficult times.

Embrace imperfection

Even when you make less-than-perfect decisions, don’t beat yourself up. Enjoy the surprising benefits of self-awareness and notice the ripple effect of your choices. For example, buying new coffee mugs meant another decision: either clean the clutter or return the purchase. I cleaned and made room for the new purchase. As for the rebounder, I watched videos to learn a new fitness routine.

Leadership lesson: Impulsive decisions remind you of your humanity and how emotions affect decision-making. As long as no one gets hurt, chalk up your imperfect decisions as life lessons on the road to higher self-awareness and better decisions.

Push past your limits

In my book From Conflict to Courage, I talk about building conflict capacity. In short, building conflict capacity is about self-expansion and pushing past perceived limits. As a leader, if you want to grow you have to really work at overcoming internal challenges. Regarding knee replacement, it’s tempting to give in to the voice that says, “You should slow down. You’re 66, after all.” My advice: Whether you’re striving to attain a higher level of leadership or working through a recovery, don’t listen to that voice in your head! Your story is the source of your suffering! Don’t give up, and don’t give in. Get a goal and make a new vision for yourself. As for recovery, I’ve been using

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red-light therapy, getting massages, taking long hot baths, stretching and using the rebounder.

Leadership lesson: Leadership isn't leadership without self-leadership. You must constantly challenge the voice in your head and refuse to stop growing. Growth always comes from pushing past comfort, whether it's physical recovery or professional development.

Be selective about who you listen to
Mentoring and leadership coaching can help you get to the next level, but be careful who you listen to. If the advice feels bad in your gut, pay attention: It means something isn't aligning. Everyone has an opinion, but not every opinion is valid. The same is true for recovery and healing. I heard all sorts of conflicting advice: "You shouldn't feel pain after six weeks," or "I had a friend who recovered in no time." Even my physical therapist told me I could do whatever I wanted after six weeks. When I checked with my doctor, he firmly said, "No, go slow — even after 12 weeks."

Leadership lesson: In leadership and recovery alike, discernment and critical thinking are crucial. Be true to yourself because, eventually, any advice you take will affect you. Trust your instincts, seek expert advice and avoid the noise of uninformed opinions.

Control your mindset and focus

The path to success is never a straight line. There will be days when you feel like you're spiraling down. You must not succumb to the pull of depression. Don't buy into the story you're telling yourself; that it's never going to get better or it's taking too long. Eliminate any unnecessary stressors. Stop scrolling on social media and engaging in arguments where no one is open to changing their mind. Align yourself to your desired outcome instead of getting distracted by everyone else's.

Leadership lesson: If leadership is about anything, it's about alignment, and alignment is about focusing energy. Where you put your attention is where you put your energy. Leaders know that mindset shapes outcomes — so focus on what fuels progress, not what drains it.
Progress in any worthy endeavor can feel slow, but you will turn a corner. When things feel stagnant, the key is persistence. You don't always see the results immediately, but if you stay consistent, breakthrough moments will come.

Self-leadership isn't just about making the right choices — it's about staying committed to growth, resilience and discernment during disruption. Whether you're recovering from a health crisis or navigating a professional challenge, push forward, stay intentional and trust the process. Your next breakthrough may be just around the corner.

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