Leading through changing times
A leader’s toolkit 2020
Introduction

As leaders you will always be exposed to new challenges and will have to adapt and support others to meet these. The business environment is becoming less resilient to external forces such as the ones we have seen of late like economic downturns, political instability and now a worldwide pandemic.

These obstacles do not often come with easy fixes and as leaders you need to be prepared to stay strong during changing times.

Designed with you in mind

We have developed this toolkit for you as a leader to help you inspire and lead your teams through changing times.

As you navigate through it you will find tips to maintaining both physical and mental wellbeing for you and your teams so that we can continue to set ourselves up for success.
About this toolkit

How to use it
This toolkit is for you to use in the way it meets your needs. There is no prescribed route or order so feel free to navigate through it and focus on those tools or sections that address your needs. You will find a series of links to websites, articles, videos as well as a number of learning tools.

Navigating the toolkit
On each page you will find links to a series of resources as follows:

- **Read**: These will take you to either external articles or internal resources.
- **Listen**: These indicate a podcast or audio file.
- **Watch**: These link to external videos such as TED, YouTube and Vimeo.
- **Home**: Return to the home page
- **Explore**: This could be links to MOOCs (Massive Open Online Courses), further reading or books are indicated with a ✓. Please note: these books are recommended reading and not offered as part of this toolkit.
- **Click to jump to the relevant resource or page**
Caring for one another is so powerful because it creates deeper bonds and we can lean on each other for support. Take your time to think and act rather than react.

Seeing the world as someone else sees it will help respond appropriately to a situation while at the same time build good relationships based on trust.

We all experience things differently, kindness goes a long way especially in turbulent and uncertain times.
Commit to 'Safety Together' behaviors and tools for our patients, families, visitors and each other...

### Leading through changing times - a simple model

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Set up</strong></td>
<td><strong>Connect</strong></td>
<td><strong>Lead</strong></td>
<td><strong>Thrive</strong></td>
</tr>
<tr>
<td>for success</td>
<td>for support</td>
<td>strategically</td>
<td>into the future</td>
</tr>
</tbody>
</table>

#### 1. Set up for success
Take time to organize yourself. Prioritize the actions that will ensure your wellbeing and that of your team. Think of the key messages you want to send and how these will be received. Balance conflicting priorities with judgment and empathy while keeping messages simple and brief.

#### 2. Connect for support
Be prepared to be needed more than you would be in more stable periods. Be there for your team and make time to give them your support. Make sure you initiate this too by reaching out to them so they feel you are there for them. Remember that actions speak louder than words.

#### 3. Lead strategically
This is about constantly evaluating the results of your plans and being able to adapt these for the benefit of both your team and the organization as a whole. Learn to lead everyone and be vigilant about what the immediate challenges may be so you can address them head on. Trust-building is a particularly old golden nugget that has withstood the test of time.

#### 4. Thrive into the future
The principles you espouse don’t matter as much as the values you live daily. Create a positive team culture by firmly sticking to what you believe in and how you want others to see you. Someone once said that leaders are like tea bags, you only know how good they are when they are in hot water. Use this opportunity to prove your resilience by thriving in times of adversity; this is how you will be seen during more stable times.

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**Click on all four to visit the associated tools.**

- **S** Speak up for Safety
  - ARCC (Ask, Request, Concern, Chain of Command), Stop the Line

- **A** Accurately communicate
  - SBAR (Situation, Background, Assessment, Recommendation), Repeat-and Read-Backs, Number and Letter Clarifications, Structured Handoffs

- **F** Focus on the task
  - STAR (Stop, Think, Act, Review)

- **E** Exercise and accept a questioning attitude
  - Validate and Verify, Clarifying Questions

- **T** Thoughtfully interact
  - Five Tones, AIDET (Acknowledge, Introduce, Duration, Explanation, and Thank You)

- **Y** You and me together
  - Cross-check and Coach, 5:1 Feedback

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**Click each to find out more**
Key topics Click each section to find out more

**Mindset**
- Caring for Your Physical Wellbeing
- Caring for Your Mental Wellbeing
- Empathy
- Agile learning

**Knowledge**
- Technology
- Working from Home
- Accurately Communicating Through a Pandemic
- Prepare for the Unexpected

**Skills**
- Leading Through Change
- Building Trusting Relationships
- Virtual Coaching
- Virtual Collaboration
- Developing Others
1. **Set up for success**

**Top tips**

1. Commit to maintaining wellbeing; physical and mental
2. Look back to prior challenges. How were you resilient and bounced back?
3. Set up space at home for remote work that allows you to focus
4. Stay current with latest technologies to support remote work
5. Create a routine and stick to it
6. Establish and communicate boundaries for others to minimize disruptions
7. Use time saved from not commuting to develop yourself
8. Write and post daily goals for yourself
9. Encourage team to start with the same positive practices

**Resources**

- Read
  - 5 Ways to Lead through Crisis
  - Rapid Response Checklist
  - Coronavirus: How to Be Calm in the Chaos
- Watch
  - Tips for Working from Home
  - How to be Your Best Self in Times of Crisis
  - A Global Pandemic Calls for Global Solutions
- Explore
  - Making Time to Reflect (Interactive PDF)
2 Connect for support

Top tips
1. Use multiple communication channels
2. Schedule regular meetings
3. Pick up the phone
4. Use video conferencing
5. Establish team agreements for staying connected - include times for casual conversations
6. Include how and when to connect
7. Which technologies will be used
8. Allow flexibility with timing - work may be done at different times of the day or night from home
9. Be kind, compassionate, and lead with empathy
10. Create safe psychological space for the team
11. Set clear and understood expectations with team
12. Schedule virtual breaks with colleagues
13. Recognize and celebrate successes
14. Build trust and empowerment by allowing diversity of thought and approach

Resources

Practical Workforce Strategies that Put Your People First
How Co-workers are Staying Connected while Working from Home
How to Create Psychological Safety
Connected but alone?
3 Lead Strategically

Top tips
1. Maintain focus on people first – workplace protection and empathy
2. Reinforce the teams purpose and empower decision making when possible
3. Communicate frequently with team, customers, stake holders
4. Review current plan and create plans for the future beyond the crisis situation
5. Make time to pause-assess the pace and volume of work to avoid burnout
6. Keep delegating
7. Make decisions –based on the information you have, which may not be complete
8. Capitalize on the opportunities and practices adopted during the difficult time and leverage them for the future
9. Keep track of what is being learned

Resources

A Blueprint for Working Remotely: Lessons from China
Leadership in a Crisis: Responding to the Coronavirus Outbreak and Future Challenges
When Leadership Matters Most Resources to Lead Effectively amid COVID-19
Smarter COVID-19 Decision-Making - How to Apply Sound Principles from Decision Science to Your Own Life
Leading Out of Adversity
Duke Corporate Education Leadership series
(Infographic)
4. **Thrive** into the future

**Top tips**

1. Assess post-crisis pace and volume of work and revise strategy to align
2. Create a vision of a positive future for your team
3. Reassess business systems and plan for appropriate future needs
4. Reimagine the future and reinvent leadership practices
5. Put learning into action – understand successes and failures of new practices and consider those that will benefit the business in the future

**Resources**

- **Resilience** (Fluid Book)
- **Anticipate New Strategy Requirements Beyond the Immediate Crisis**
- **Beyond Coronavirus: The Path to the Next Normal**
- **How to Lead Like the Great Conductors**

**Read**

**Watch**
Mindset

- Caring for Your Physical Wellbeing
- Caring for Your Mental Wellbeing
- Empathy
- Agile Learning
Caring for your physical wellbeing

Top tips

1. **Eat Well**
   - Cook healthy meals
   - Get plenty of vitamins – to strengthen your immune system
   - Hydrate – 8 glasses of water each day

2. **Keep on Moving**
   - Exercise regularly
   - Stand up at least once an hour
   - Keep an ergonomically sound workspace

3. **Recharge**
   - Get enough sleep each night (7-9 hours)
   - Take breaks – lunch and other breaks
   - Take time off
   - Use PTO
   - Disconnect from work

Resources

- **Read**
  - 20 Tips On How to Prioritize Work and Meet Deadlines
  - Be a Flexible Leader
  - 21st Century Resilience
  - Balancing Remote Work and the Workspace in COVID-19

- **Watch**
  - How to Make Work-Life Balance Work

- **Explore**
  - Wellbeing - The Five Essential Elements, Tom Rath and Jim Harter, Gallup Press, 2010

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Back to Mindset menu
Caring for your mental wellbeing

Top tips
1. Find inspiration and joy
   Music, reading, gardening

2. Live gratefully
   Find something to be thankful for each day

3. Practice mindfulness
   Set aside time to be still

4. Stay in contact with friends and family

5. Ask for Help
   We all need support at times

6. Help someone else
   Offer and provide support

Resources

- Mental Health in the Workplace
  (Fluid Book)
- Positive Psychology and Mindfulness
  (Interactive PDF)
- Managing Your Relationship with Stress
- What is Resilience and Why is it Important?
- Wellbeing and Balance Animation
- The Science of Wellbeing
  (Free class through Yale University)
Empathy

**Top tips**

1. Seek to understand others
2. Get curious and ask more questions
3. Focus on the other person when listening
4. Validate others’ emotions
5. Acknowledge with empathy, practicing non-judgement
6. Notice, limit, and check out your assumptions
7. Share your feelings without making it all about you

**Resources**

- Why Empathy Is a Critical Skill
- Emotional Intelligence (Infographic)
- Habits that Will Increase Your Empathy
- Emotional Intelligence (Thrive in Five)
- Compassion and the True Meaning of Empathy
- Emotional Intelligence for Success
- The Human Moment
- The Future of Feeling - Building Empathy in a Tech-Obsessed World - Kaitlin Ugolik Phillips, little a, 2020

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Back to Mindset menu
Focus on the task

Agile learning
Agile learning

Top tips
1. Focus on improvement in tasks, process and thought every day
2. Seek out new challenges and experiences – with support
3. Think critically
4. Try new approaches to challenges – listen for diversity of thought and input
5. Build confidence in acknowledging failures and viewing them as learning opportunities
6. Seek continuous feedback from colleagues and your leader

Resources

Becoming an Agile Organization (White Paper)
Why Growth Mindset Matters for Organizational Agility
Understanding the Agile Mindset
What Is the Agile Mindset?
Explaining Agile
Three Ways to Make Your Organization Agile
Agility at All Costs? (WEF)
The Age of Agile - How Smart Companies are Transforming the Way Work Gets Done - Stephen Denning, AMACOM, 2018
Knowledge

Technology

Working from Home

Accurately Communicating Through a Pandemic

Prepare for the Unexpected
Technology

**Top tips**

1. Reduce techno-traffic on home broadband service to maximize access to work
2. Maintain computer and internet security – lock down computer when not using
3. Save content frequently so nothing is lost when system upgrades and reboots are required
4. Connect with VPN when on public Wi-Fi
5. Report suspicious emails to IT&S immediately
6. Use online collaborations tools like GoToMeeting

Resources

- **GoToMeeting Support Guide**
  - You Need a VPN when Accessing Public Wi-Fi. Here’s Why.

- **How to Host a Meeting with GoToMeeting**
  - Start Video Conferencing with the New GoToMeeting
Working from home

**Top tips**
1. Create and maintain a morning routine to set up for work time
2. Find a work space that will minimize distractions
3. Structure your day the same as you would in the office
4. Remember to build breaks into your schedule
5. Plan for continuous self-care for your physical and mental wellbeing
6. Create a contract or agreement for virtual collaboration from your home environment
7. Decrease length of meetings and increase virtual touchpoints
8. Maintain social connections with teammates - communicate to check-in with each other
9. Know and post your goals - short term, long term - to maintain motivation

**Resources**

- Balancing Working from Home with Family Responsibilities
- The Future of Remote Working
- Pandemic Remote Work Toolkit
- You’re Not Going Back to Normal Office Life for a Long, Long Time
- Stop Managing Your Remote Workers as If They Work Onsite
- 8 Tips to Overcome Loneliness when Working from Home
- The New Future of Work
- Virtual Team Building Ideas
- Working from Home with Kids
- New to Remote Working?
Speak up for safety

Accurately Communicating Through a Pandemic
Accurately Communicating through a Pandemic

Top tips
1. Stay current on pandemic information and updates.
2. Keep team informed on hospital, system, regional, state and national updates.
3. Build mastery of online conferencing and collaboration tools.
4. Increase your digital presence.
5. Show you care by staying connected.
6. Connect as a group at least once a week.
7. Conduct 1:1 connections at least weekly.
8. Be “on video” if possible for all virtual meetings and encourage others to do the same.
9. Have social interactions to check on team members’ wellbeing and mental health.

Resources
- Support Your People, Sustain Your Organization
- The Leader’s Guide to Managing COVID-19 Panic
- How to Communicate with Customers During Times of Crisis
- Why COVID-19 Is Hitting Us Now - and How to Prepare for the Next Outbreak
- Actions for Strong Leadership during a Pandemic
- How Are You Feeling? (Podcast)
- Challenging Conversations (Infographic)
Prepare for the Unexpected

Top tips
1. Expect the unexpected
2. Don’t Panic
3. Prepare solutions in advance
4. Use your critical thinking skills
5. Keep a list of resources at your fingertips

Guidance from the World Health Organization
Flexibility & Agility (Infographic)
5 Emotionally Intelligent Habits for Handling Work Frustrations
4 Truths for Leading in Uncertain Times
How Great Leaders Deliver Bad News
A Guide to Leading through Uncertain Times
Be prepared for the Unexpected
5 Tips to Improve Your Critical Thinking Skills
The Uncertainty Advantage - Creative Leaders Don’t Fear Risk - They Turn It into a Money-Making Strategy.
How Accenture Is Outmaneuvering Uncertainty
Surviving and Thriving in Uncertainty
Creating the Risk Intelligent Enterprise
Frederick Funston and Stephen Wagner
Wiley, 2010
Exercise and accept a questioning attitude

Leading Through Change
Leading Through Change

Top tips
1. Change is usually disruptive and can be complex
2. Trust must be built to manage change effectively
3. Influencing teams to change how they perform their roles is key to sustainability of the change
4. Leaders must be good coaches in times of change. Coaching the team will help them embrace the change
5. Spend time studying and understanding the change and how it impacts the individuals on the team
6. Team members are stakeholders in the change and must be included as much as possible. This also helps to understand their perception of the impact of the change on their role
7. Uncovering and addressing resistance is a critical component to successful change management. Use 1:1 and group meetings, focus groups, surveys, etc. Virtual coaching is also an effective way to surface resistance
8. Continuously monitor the impact of the change on the team members.
9. Engage key stakeholders in frequent and effective communications
Thoughtfully interact

Building Trusting Relationships
Building Trusting Relationships

Top tips
1. Trust builds trust. Demonstrate trust in your team and they will trust you
2. Walk the talk- keep your word and honor commitments, always
3. Remain consistent in what you say, how you say it and how you present yourself
4. Clearly set performance expectations and accountability and follow up to ensure they are met
5. Be careful of implied accountabilities –make clear agreements rather than implications
6. Identify and discuss differences immediately. Do not let them fester and cause disruptions
7. Support your team with empathy and understanding, especially when they make mistakes
8. Give honest and fair feedback
9. Using coaching skills can help build relationships by working through problems

Resources
- **Read**
  - Psychological safety first: building trust among teams
  - 10 Ways to build trust on your team
  - The 13 behaviors of high-trust leaders
  - How to Begin Talking About Race in the Workplace
  - Talking about race: Sometimes awkward, always necessary
  - The 8 R’s of Talking About Race

- **Watch**
  - What we don’t understand about trust
  - How to build (and rebuild) trust

- **Explore**
  - The 10 Laws of Trust - Building the Bonds That Make a Business Great, Joel Peterson, AMACOM, 2016

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Accurately communicate

Virtual Coaching and Collaboration
Virtual coaching

Top tips
1. Establish trust and a personal connection
2. Keep your questions focused and concise
3. Give yourself time to think and reflect, don’t be tempted to fill every silence
4. Develop peer coaching skills within your team to build capacity in others by developing your team
5. Use a range of media and technology for formal and informal coaching: it is possible to coach in less than five minutes using the appropriate technology
6. Don’t dictate the medium; be empathetic and allow the coachee to choose how they prefer to be coached
7. Focus on the session and give your coachee your full and undivided attention. Do not multitask.
8. Have a clear structure and manage the time adequately
9. Use snippets and nudges to help reinforce the desired behavior(s); use a range of resources like videos, articles and podcasts

Resources

The Virtues of Virtual Coaching
Six Skills for Virtual Group Coaching

Want to Get Great at Something? Get a Coach

The Coaching Habit


Return to Skills menu
Virtual collaboration

**Top tips**

1. Slow down to go fast.
2. Respect work time differences – rotate meeting times fairly.
3. Going remote requires robust online communication, effective file storage and a viable collaboration plan.
4. Observe patience and support your team when technology misbehaves.
5. Remember some people may find it difficult to work in a dedicated room so be sensitive to their surroundings.

**Resources**

- **Read**
  - Managing Virtual Teams (Fluid Book)
  - 7 Habits to Virtual Collaboration – Workplace Post
  - Collaboration Contract
  - Making Sense of the Complex World Together: Facilitation Guide
  - How to Run a Great Virtual Meeting
  - Liberating Structures: Alternative ways to Approach and Design How People Works

- **Watch**
  - How to Be a Virtual Meeting Hero

- **Explore**
  - How to Turn an In-Person Event into a Compelling Virtual Experience
You and me together

Developing others
Developing others

Top tips
1. Include regular development discussions during your one-to-one conversations
2. Take time to understand what makes individuals tick; what their aspirations are
3. Building trust is paramount so they can share learnings and challenges
4. Share and celebrate success
5. Provide regular feedback
6. Consider adopting a personal coaching style to help them find solutions
7. Actively seek learning opportunities for your team in everyday situations. Consider an agile test and learn approach
8. Encourage team members to formulate an action plan for their development and discuss progress against it regularly
9. Consider using the 70|20|10 model as a guide for discussing development.