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 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.
- **Watch**: These link to external videos such as TED, YouTube and Vimeo.
- **Explore**: These could be links to MOOCs (Massive Open Online Courses), further reading or books are indicated with a checkmark.
- **Listen**: These indicate a podcast or audio file.
- **Home**: Return to the home page.
- **Catalog**: When you see this icon, check out our course catalog for formal learning experiences.

Please note: these books are recommended reading and not offered as part of this toolkit.
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 us 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**

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.

Click on all four to visit the associated tools.

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

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

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

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

Thoughfully interact
- Five Tones, AIDET (Acknowledge, Introduce, Duration, Explanation, and Thank You)

You and me together
- Cross-check and Coach, 5:1 Feedback
1 Set up for success

Top tips
1. Commit to maintaining your physical and mental wellbeing.
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 the 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

- How to lead through times of change
- 5 ways to lead through crisis
- Rapid response checklist
- Leading in the new normal
- The power of positive self talk
- Goal setting and how to do it well
- Be your best self in times of crisis
- 5 ways to lead in an era of constant change
- Making time to reflect infographic
- Time Management Registration
- Focusing on What Matters Registration
- Building Personal Resilience Registration
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. Determine 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.

Resources
- Why remote work is here to stay
- How to help employees deal with loneliness
- Practical workforce strategies that put your people first
- Staying connected while working from home
- The lost art of connecting
- Leadership and compassion
- How to create psychological safety
- Connected but alone?
- Why burnout happens and how you can help

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3. **Lead strategically**

**Top tips**
1. Maintain focus on people first – workplace protection and empathy.
2. Reinforce the team’s purpose and empower decision making when possible.
3. Communicate frequently with team, customers, stakeholders.
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.
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.
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.
Key Topics
Click each section to find out more

Mindset
Caring for your physical wellbeing
Caring for your mental wellbeing
Empathy
Learning together

Knowledge
Technology
Working from home
Accurately communicating through changing times
Prepare for the unexpected

Skills
Leading through change
Building trusting relationships
Virtual coaching and collaboration
Developing others
Ending racism together
Mindset

Caring for your physical wellbeing
Caring for your mental wellbeing
Empathy
Learning together
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

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**Resources**

- **Read**
  - *Fit to lead: Exercise, nutrition and sleep*
  - *20 tips on how to prioritize work and meet deadlines*
  - *Be a flexible leader*
  - *21st century resilience*

- **Watch**
  - *How to make work-life balance work*
  - *Got a meeting? Take a walk*

- **Explore**
  - *Wellbeing - The Five Essential Elements, Tom Rath and Jim Harter, Gallup Press, 2010*
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 Fluidbook
Positive psychology and mindfulness Infographic
Managing your relationship with stress Resilience and why is it important?
5 ways to reduce the stigma of mental health at work

Coping with anxiety and uncertainty
Wellbeing and balance Animation
How to make stress your friend
All it takes is 10 mindful minutes
Taking care of your mental health

The Science of Wellbeing
Free class through Yale University

The Calm Collection Resources

Catalog
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
- Are empathetic leaders born or made?
- Emotional intelligence Thrive in Five
- Compassion and the true meaning of empathy
- Emotional intelligence for success
- The human moment
- EQ Emotional intelligence Fluidbook
- Emotional Intelligence Registration
Learning together

Top tips
1. Be open to learning opportunities as you go about your day - focus on improvement in tasks, process and thought.
2. Provide people with the right learning content at the right time.
3. Build confidence in acknowledging failures and viewing them as learning opportunities.
4. Seek continuous feedback from colleagues and your leader, and give feedback freely.
5. Foster coaching and mentoring opportunities within and across your team.
6. Help employees develop collaboration skills through brainstorming and problem-solving sessions.
7. Recap tasks and projects to determine what worked and what didn’t – and put what you learned into practice.
8. Let employees take the initiative in solving problems, rather than telling them what to do.
9. Encourage informal networking where people can learn from one another.
Knowledge

Technology

Working from home

Accurately communicating through changing times

Prepare for the unexpected
Technology

Top tips
1. Reduce techno-traffic on home broadband service to maximize access to work.
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

Adobe Connect quick start guide
Guidance on how to prevent phishing attacks
The alarming rate of cyber attacks during Covid 19
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
How to shine online
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.
10. Work with your team to agree guidelines and arrangements for working at home vs in the office.
11. Consider the impact of hybrid working on team communication.

Resources

- Post COVID hybrid work environments
  Seven rules for 'hybrid' working
  How to manage a hybrid team
  Build remote resilience
  Managing virtual teams Fluidbook

- How to manage remote workers
  Overcome loneliness when working from home

- Communicating and leading virtually
  The new future of work

- Virtual team building ideas
  Working from home with kids
  New to remote working?

- Work Together Anywhere - A Handbook on Working Remotely - Successfully - for Individuals, Teams & Managers

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Accurately communicating through changing times

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.
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.

Resources
- **Crisis planning for business**
- **Leadership in uncertain times**
- **A guide to leading through uncertain times**
- **Be prepared for the unexpected**
- **Improve your critical thinking skills**
- **The uncertainty advantage**
- **How Accenture is outmaneuvering uncertainty**
- **Surviving and Thriving in Uncertainty**
- **Creating the Risk Intelligent Enterprise**
  - Frederick Funston and Stephen Wagner
  - Wiley, 2010
- **Building Personal Resilience**
- **Focusing on What Matters**
- **Building Resilience in Others**
Skills

Leading through change
Building trusting relationships
Virtual coaching and collaboration
Developing others
Ending racism together
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.
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.
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
- Building trust among teams
- Checklist to foster trust on remote teams
- How the best leaders build trust
- 7 steps for working through betrayal
- Embedding trust into COVID-19 recovery
- Understanding the trust equation
- Trustworthy signals
- What we don’t understand about trust
- How to build (and rebuild) trust
- How to create a culture of high performance, trust and belonging
- The 10 Laws of Trust - Building the Bonds That Make a Business Great, Joel Peterson, AMACOM, 2016
Virtual coaching and collaboration

Top tips
1. Establish trust and a personal connection.
2. Give people time to think and reflect; don’t be tempted to fill every silence.
3. Develop peer coaching skills within your team to build capacity in others by developing your team.
4. Use a range of technology for coaching and collaboration.
5. Focus on the session and give people your full and undivided attention. Do not multitask.
6. Use snippets and nudges to help reinforce the desired behavior(s); use a range of resources like videos, articles and podcasts.
7. Respect work time differences – rotate meeting times fairly.
8. Remember some people may find it difficult to work in a dedicated room so be sensitive to their surroundings.

Resources
- How to lead a collaborative team
- What is the coaching leadership style
- Managing virtual teams
- Fluidbook
- 7 habits to virtual collaboration
- Collaboration contract
- How to run a great virtual meeting
- Want to get great at something?
- Get a coach
- How to be a virtual meeting hero
- The Coaching Habit
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.
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.

Resources

- How to mentor someone
- 3 ways to improve performance management conversations
- How to be a good mentor
- What good feedback really looks like
- The 70:20:10 model
- The 70:20:10 roadmap
- 10 ways to have a better conversation
- How to lead a conversation between people who disagree
- The Weekly Coaching Conversation - A Business Fable About Taking Your Team’s Performance - and Your Career – to the Next Level, Brian Souza, Productivity Drivers, 2014
- Nano tool –after action reviews
- Leadership and Employee Professional Development Resources and Registration

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Ending racism together

Top tips
1. Don’t let a lack of knowledge and expertise stop you from getting started.
2. Set time aside to educate yourself about systemic racism and social justice issues – listen and learn.
3. Create a diverse team that provides support for the various cultures and belief systems that need to be respected.
4. Get to know your people - understand what’s important to them and what shapes their values.
5. Examine your beliefs and habits, and identify any that may inhibit inclusion and advocacy.
6. Research what is being done about social justice issues in the organization and how you can contribute.
7. Make a commitment to speak out when you see or experience inequities at work.
8. Create a safe and inclusive space for employees to express how they feel – but don’t force participation.
9. Set realistic goals and take action to make the incremental changes needed to achieve long-term change.

Resources
- The age of corporate social justice
- Talking about race in the workplace
- The 10 R’s of talking about race
- Racial disparities in health care
- Dr Robin DiAngelo talks about White Fragility
- The urgency of intersectionality
- Closing the opportunity gap for Black Americans
- How to be outspoken about race at work
- Caste: The Lies That Divide Us by Wilkerson, Miles, et al.
- Respect in the workplace by Eric Harvey and Trish Taylor
- Enhancing Respect in The Workplace
- Registration
- Inclusive Leadership Registration

Catalog