



CHIEF RESILIENCE OFFICE (YOU)

Welcome!



Raven Rankine

Webinar Host

Manager, Client Experience

How to participate in today's webinar

1. Participate in the poll

- During this webinar, you may be invited to participate in a group poll. Please do so!

2. Type in your answers and questions in “Chat”

- We will save time at the end for questions. You will use the Q&A function to type in your questions, and we will read them aloud.
- If you have a question at any time during the webinar, please feel free to write-in your question using the “Q&A” or “chat” function in your Zoom window.

3. Troubleshooting

- If you need help troubleshooting at any time during the webinar, please send me a private chat or a direct email at rrankine@nebocompany.com.

Kate Ebner
CEO, Facilitator and
Leadership Coach



Opportunity

Discover how to support your team's resilience through intentional leadership behaviors and actions that bring focus, purpose and motivation to others



Leading in a Time of Uncertainty

Volatility

Uncertainty

Complexity

Ambiguity

+



Covid-19:
Existential
Threat



POLL:

In the past few weeks, what has challenged your resilience most?



Levels of Fear: Self- Assessment

Level 1 – Feel threat in broader environment

Level 2 – Feel threat in your vicinity

Level 3 – Feel threat is upon you

Source: Dr. David Rock, Neuroleadership Institute

Many of us are experiencing grief

1. Denial

2. Anger

3. Depression

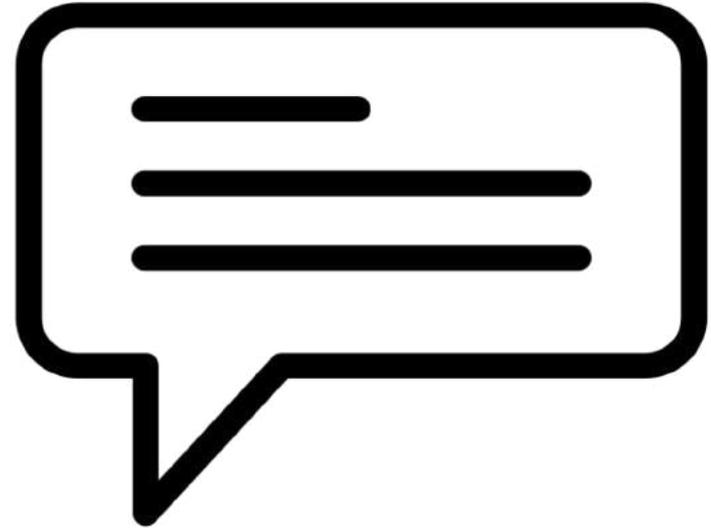
4. Bargaining

5. Acceptance



Please share in **Chat Box**

**What do *you* need from leaders
in an unprecedented time like
this?**



Extreme times can build great teams

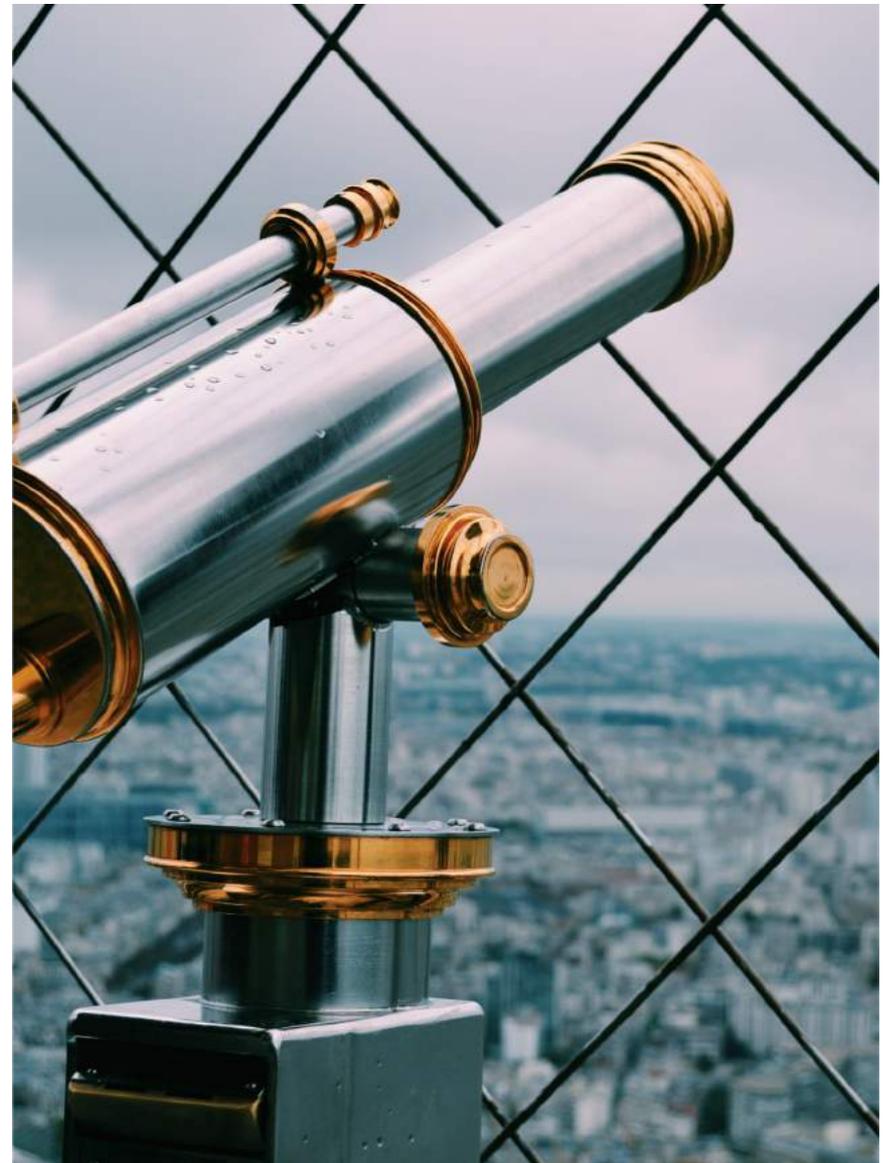


- ✓ Dangerous contexts energize a team to even higher levels of development
- ✓ Dangerous environment causes team members to focus outward, be inherently motivated and be intensely engaged
- ✓ The team aspect brings to light responsibility for others, awareness of others' needs and contributions and reliance on others (awakens social consciousness)

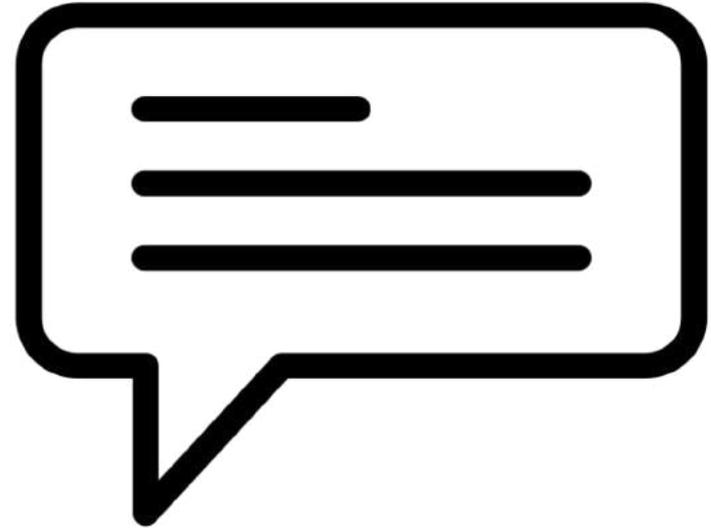
In Extremis Leadership, Thomas Kolditz

Define the challenge: crisis calls for a clear external focus

- Without a clear external focus, the way ahead is sometimes not clear; example of defining the problem
- Focus the motivated crew on new solutions, problems that might seem impossible to solve, or unresolved issues.
- Sharing risk strengthens credibility and can improve a leader's effectiveness in situations involving risk



Please share in **Chat Box**



**How might a crisis like the pandemic develop
you and your team?**

More insights from the Front Lines

- **Focus outward** during and after a tragedy; lead the living.
- **Manage your own emotions.** Don't get caught up in your own emotions when dealing with a crisis or tragedy. Leading is about helping your organization grieve, not about how you as a leader feel.
- **Establish rituals for handling hard news.** Don't wait for tragedy to strike to decide how you will address it.
- **Make sure people know that they matter.** Build loyalty and cohesion by sending an unmistakable message that people count and that the leaders in your organization are touched by the loss/struggle of others.



Top Four Qualities of Exemplary Leaders in All Times

Honesty

Forward-looking

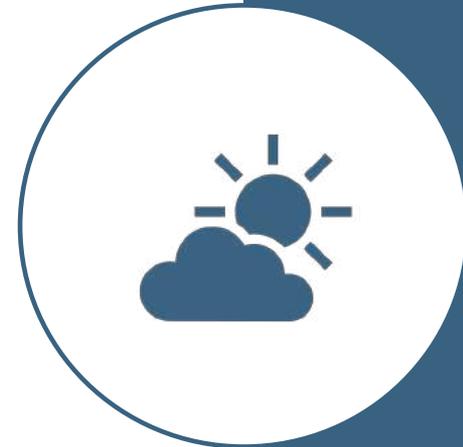
Competent

Inspiring

The Leadership Challenge, Kouzes and Posner

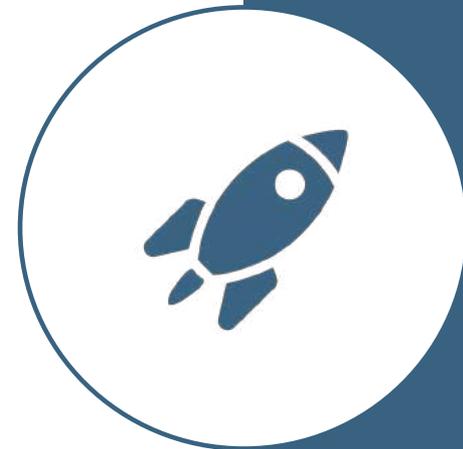
Honesty

- **Make yourself visible and accessible** using both formal and informal channels
- **Be transparent** about decision-making.
- **If you don't know, simply say so.**
- **Don't make promises** that you can't keep.
- **Try not to put a positive spin** on things when you can't predict the future with any certainty.
- **Try not to put a negative spin** when you can't predict the future with any certainty.
- Communicate in direct, straightforward language and **simplify your message.**



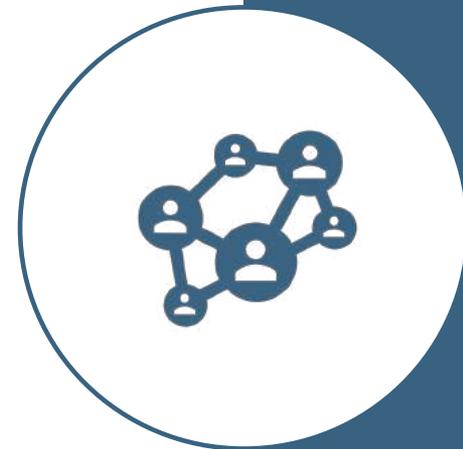
Forward-looking

- **Establish a near-term focus** while developing a long- term perspective.
- **Talk about the future** – both the near-term future (next 30 days) and the longer-term future (After Coronavirus – AC)
- Seek to **maintain situational awareness** beyond your team and organization
- **Tap into networks of advisors**, forecasters and thought leaders to validate and test your own thinking
- **Use visioning** to help people see a future
- **Define important, urgent short-term goals** that give your team something to focus on
- Review your organization or team vision and **highlight and prioritize the vision elements** that best enable your survival and readiness for a post-pandemic world



Competent

- **Competence, trust and loyalty are inextricably entwined.**
- **When you demonstrate competence, you develop trust and loyalty.** Leaders need to take the time and effort to show followers what they're good at and why followers should be confident in the leader's ability.
 - Use care, however, **never to upstage or embarrass someone else** as you demonstrate competence.
- **Make sure your staff keeps you informed in difficult times.** Many people think their leaders do not want to be bothered with the details of their lives.
 - You are leading human beings and should lead and be there when you are truly needed



Inspiring

- **Selflessness and concern for others establish a basis for trust and loyalty**
- **Willingness to assume personal risk** is an unmistakable nonverbal cue that the leader has confidence in a course of action and is willing to put as much on the line as the people she is leading
- **Communicate clearly and confidently**, using examples, stories and metaphors and drawing upon personal experience
- **Assign important responsibilities to others**; share the risk and opportunities for growth
- **Reframe challenges** to help people see the opportunities and possibilities hidden within them
- **Express gratitude** daily
- **Highlight progress and celebrate success**



How can we begin to bring the kind of leadership needed now?

Remember to put your own oxygen mask on first



The Emotional Intelligence Check In

How am **I** doing?
What do **I** need?



How are **you** doing?
What do **you** need?

Emotional Intelligence Framework
Dan Goleman

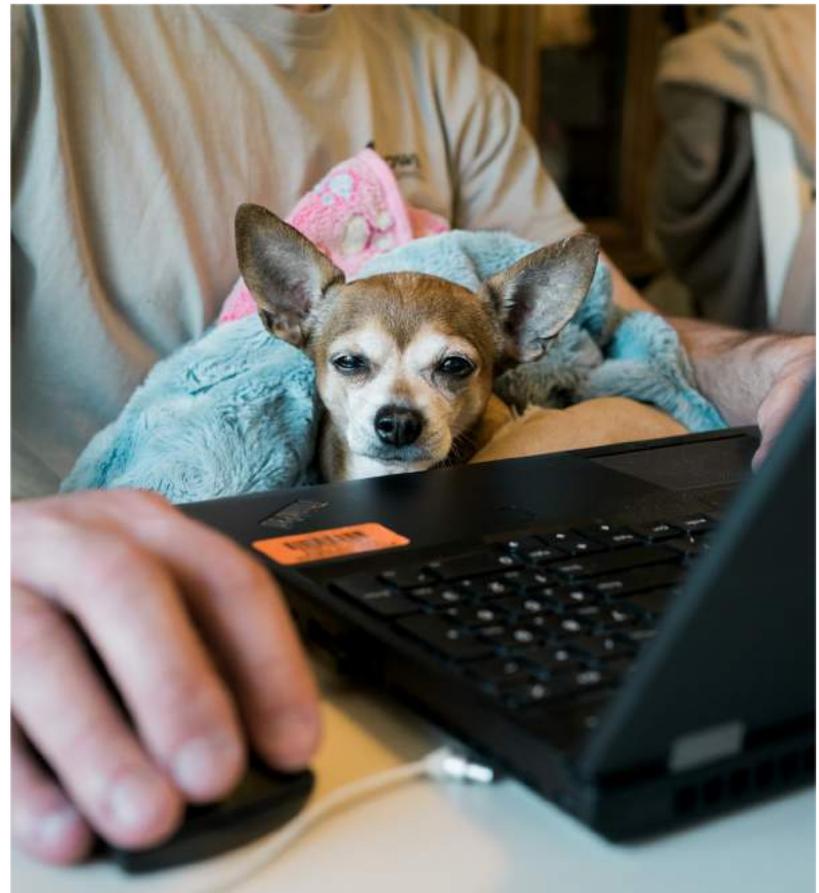


Staying connected with team members is a priority

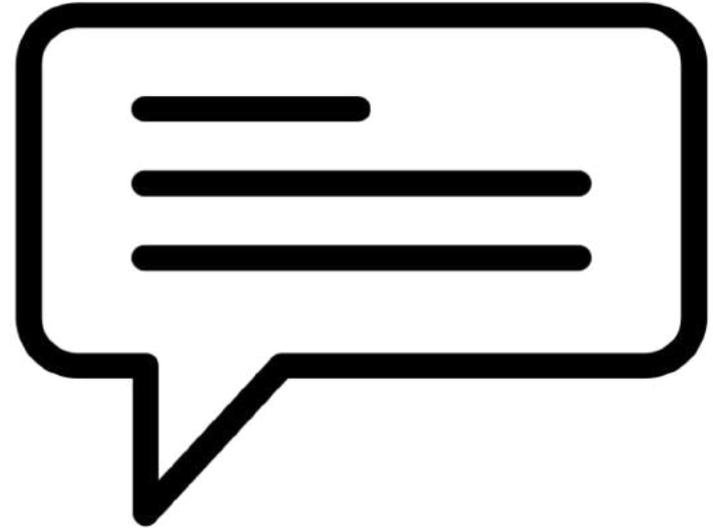
Leaders must become adept at reading individuals when the stakes are high, especially in times when the future appears dim or uncertain.

Outreach Strategies to Stay Connected

- Daily Coffee – 30 minutes
- Daily Huddle – 30-60 minutes
- Virtual Lunch/Happy Hour – 30-60 minutes 1-3 times per week
- AMA (Ask Me Anything) Session: 1-2 x per month
- Pulse Survey – weekly or every other week
- One-on-One Outreach – 30 minutes – as needed
- Roses, Buds and Thorns - Weekly
- Other ideas?



Please share in **Chat Box**



What outreach strategies are you using that are working well?

Leading in a time of crisis requires determination, stamina, discipline and heart



“Courage starts with showing up and letting ourselves be seen.”

-- Brene Brown, Daring Greatly

Be a source of hope

“While it's impossible to know how long this crisis will last, I know we, as a global community, will come through the other side. And when we do our guests will be eager to travel this beautiful world again. When that great day comes, we will be there to welcome them with the warmth and care we are known for the world over... Together we can and we will overcome this and we'll thrive once again.”

-- Arne Sorenson, Marriott International



Additional Resources

Go to www.nebocompany.com to sign up and receive our monthly e-newsletter, *Lead from Within* as well as access to helpful blog posts and additional timely, relevant resources.



Contact us: leadership@nebocompany.com

*Please join us for the final webinar in the
Smart Strategies for the Virtual Workplace Webinar Series*

Insider's Guide to Leading in
Uncertain Times

May 8, 12:15pm EST

Thank you!

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