

Welcome

Fundamentals in Practical Leadership for New & Emerging Leaders

Leadership in the Time of COVID 19

“If we remember those times and places, [and this is one of them], where people have behaved magnificently, this gives us the energy to act, and at least the possibility of sending this spinning top of the world in a different direction.” (adapted, Howard Zinn)

We'll begin at Noon

Services



Our Why

To create greater good for our world by strengthening organizations, communities and systems to better serve their people

Visit: www.cfoe.ca

This session invites you to think about leadership in these unprecedented times of COVID 19. Taking time to share how things have been for you, to the importance of finding ways to re-charge, taking care of the caregivers, capture developmental learnings and effectively communicate.

Leaders Reflect – how has this been for you, as leader?

Leaders Recharge – not a sprint a marathon – how are you re-charging?

Leaders Support – how are you supporting the caregivers? (front line staff)?

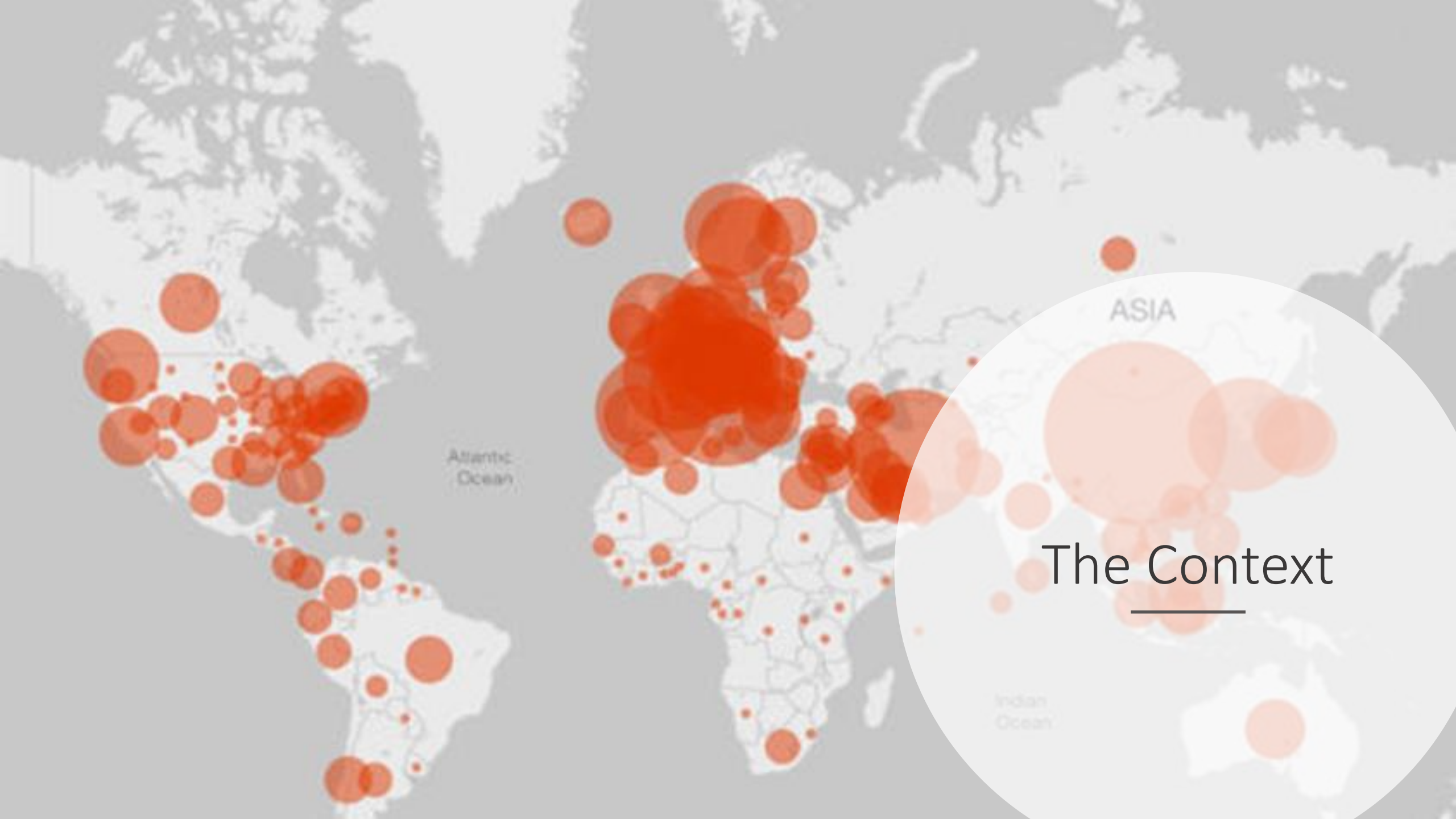
Leaders Learn – how can we capture our learnings – a few thoughts on developmental evaluation

Leaders Direct – how do you prioritize and direct through this time?

Leaders Plan – how prepared are you for business continuity? – scenario planning

Leaders Communicate – how and what are you communicating to your staff? Simple tips to communicate in times of uncertainty and crisis

A little about you.....



Atlantic Ocean

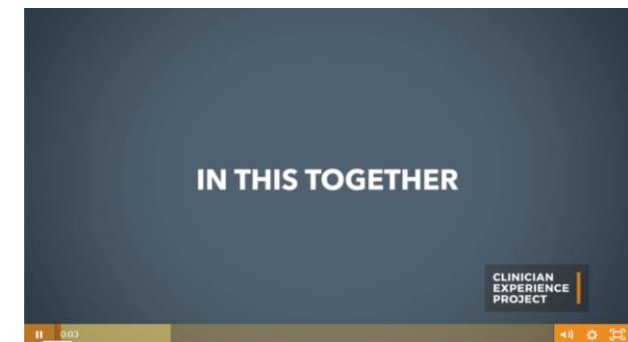
ASIA

Indian Ocean

The Context

In This Together

1. You are not alone
2. Finding meaning in all of this
3. Check in on each other



<https://practicingexcellence-1.wistia.com/medias/qttw0ckfh>



Competency: Leaders Reflect

Competency

Ability to self-reflect, to work on self-awareness, what am I learning

Find meaningful purpose amidst the chaos

Encourage others to do the same

Pause for a few minutes with your team

Check-in at meetings – as you start?

- How are you as you are coming to the meeting today?
- What is this like for you?

Check-out at meetings – as you finish?

- How are you leaving our meeting today?
- What do you need moving forward?

Let's check in – Poll....

A vibrant green leaf with detailed vein structure is shown in the upper right corner. Several clear water droplets are visible, with one large droplet hanging from the leaf's edge and others below it. The background is a soft, out-of-focus blue gradient. A semi-transparent white circle is overlaid on the bottom right, containing the text.

Competency:
Leaders Recharge


Competency

Develop self-care and coping mechanisms

Practice self-compassion

Find coping mechanisms:

Your first step should be to examine your current coping mechanisms and determine which are effective, which are not, and what you might do to increase the helpful ones.



Ordinary Times

- Get sufficient sleep
- Take regular breaks
- Exercise
- Eat a balanced diet
- Connect with others
- Have some time alone
- Limit screen time
- Pray or follow your other usual spiritual practices
- Take the time off that you are given
- Balance giving and receiving support
- Write about your experience in a journal
- Draw upon your personal self-care plan
- Pay attention to the early warning signs of stress
- Balance work, play, and rest



Extra-ordinary – the crisis
...float when you can...

Consider your stressors:

- Environmental stressors
- Organizational stressors
- Personal stressors
- Political stressors

Goal:

Manage stress (you can't get rid of it) and *inoculate it* with coping strategies – acts as a protective role when under extreme stress.

Immediate coping strategies:

Problem-focused Coping – what you can change/influence? Break down actions into small steps

Emotion-focused Coping (relaxation techniques, emotional regulation, mindfulness, exercise, meditation, anger management and distraction skills)



Past the Immediate Crisis:

- If possible, take some time off
- Engage in activities that are both enjoyable and feel restorative
- Use positive coping mechanisms
- Consider when to use problem-solving or emotion-focused coping
- Write about your experiences
- Remember you are not alone – reach out for help
- Do not underestimate the impact of your experience

“The care you provide others can only be as good as the care you provide yourself.”

- Educate staff members about the need to practice self-care as an ethical imperative and foster an organizational climate that supports effective coping
- Model good coping practices for your staff, and understand the risk if you don't (for you, your team, your organization, those you serve)
- Do what you can to protect your staff from organizational and political stressors, while recognizing that you may be limited in your power to do so

Poll: What is the image | symbol | mantra that will help you to cope and recharge?



Competency: Leaders Support

An Example: Eugene Dufour | March 27, 2020

The “Shake – Rattle and Roll Body Release Tool”

I remember, in the early HIV AIDS crisis, having a session in my office at St. Joseph’s Health Care Center with a very scared young man. He had been HIV positive for a few years and was asked to leave his home because of the disease and his lifestyle. What even complicated his illness was that he also had Kaposi’s Sarcoma which is skin lesions on his body face and inside his mouth and nose. It was both painful and visually stigmatizing. During the session he became overwhelmed and his hands started to shake. I reached over and held his two hands with mine. It was the intervention that he needed.....human touch. As we held hands, he unexpectedly sneezed and the power of the sneeze broke open one of the lesions in his nose and I had very small droplets of blood on my glasses and face. As he reached for a Kleenex, I took off my glasses and we then continued the session. Afterward, very calmly, I went down to Occupational Health and they felt that it was minimal exposer, I had no cuts on my face and that my eyeglasses stopped any exposer.

Latter in my office I started to shake uncontrollable for about an hour.

That was important to let that happen. Many trauma specialist report that the “shake – rattle and roll body reaction” must happen for our bodies and minds to heal from traumatic events or stressful situation.

So, for those working with vulnerable people during this COVID – 19 crisis:

1. Keep talking to your team
2. It is normal to have fears about the virus – give those fears a voice
3. If a “shake – rattle and roll body reaction” comes on...don’t stop it.....let it come.
4. We must share our vulnerability – which in turns makes us stronger.
5. Knowledge is power which breaks down fear.
6. This is going to be a marathon – talking will be our power drink.
7. Having a darn good cry is healthy – let it come

Competency

Create a culture of support & connect often with your staff/team

“We are all in this together”

- You are not alone
- Find meaning in all of this
- Check in on each other

Warning Signs of Staff Stress

Emotional

Anxiety
Powerlessness
Sadness
Helplessness
Depression
Mood swings

Health

Headaches
Gastrointestinal distress
Fatigue or exhaustion
Increased susceptibility to illness
Muscular aches and pains

Behaviours

Sleep changes
Irritability
Hypervigilance
Appetite changes
Substance use

Workplace

Avoidance
Tardiness
Absenteeism

Relationships

Withdrawal/Isolation
Decreased intimacy
Mistrust
Misplaced anger
Over-protectiveness

Thoughts

Disorientation
Perfectionisms
Problems concentrating
Thoughts of harm
Rigidity

Spirituality

Loss of purpose
Anger with God
Loss of faith
Questioning meaning/purpose of life and beliefs

Create a culture of support & connect often with your staff/team

“In this together”

You are not alone

Find meaning in all of this

Check in on each other

AND

- Monitor and address the early warning signs by supporting your staff and reminding them of the importance of self-care
- Model good habits for your staff
- Train staff in the cause and warning signs of these reactions, and create an environment for acknowledging the impact of high stress so this is accepted as an occupational hazard and is not viewed as a sign of weakness or lack of professionalism
- During a particularly prolonged or intense crisis response, consider creating a ‘buddy system’ within your team/unit to help with monitoring each other for warning signs of Burnout, Compassion Fatigue, or Vicarious Traumatization
- Seek help for team
- Offer resources to your team (even during this time)

“

Emotions are catching. When leaders are optimistic or resilient in the face of challenges, staff will be motivated. When leaders are distraught or worried, staff will experience similar feelings. Your staff will take cues from your facial expression. When leaders smile, staff will follow suit. This has been referred to as ‘emotional contagion.’ Leaders who convey that somehow they will get through difficult or crisis situations and remain hopeful during the most distressing events can transmit this attitude to their staff, thereby fostering staff resilience. Bear in mind, however, that overconfidence and bravado are not helpful. In fact, leaders who display humility have a positive impact on staff.”

(p.30)

Deliberate calm

Bounded optimism

Pause, Assess, Anticipate, Act

While working and helping in emergency/crisis situations may be stressful and in some cases potentially harmful, people have often cited the following rewards that come with working in such situations:

- Personal satisfaction and enjoyment of the work
- Feelings of empowerment during times of crisis and chaos
- Emotional connection with survivors, colleagues, and the community
- Sense of competence and mastery in overcoming unique challenges
- Sense of privilege and honour to serve during times of need
- Increased self-knowledge and self-awareness
- Promoting healing in unique and moving circumstances
- Personal growth
- Being part of a meaningful effort larger than oneself



Competency:
Leaders Learn

Competency

Foster an evaluative mindset – even in this pandemic

- Rapid Learning - Agile responses to the ever changing reality
- Capturing learnings for 'next time'

Right Now Survey*

- Right now, the greatest opportunities for success are...
- Right now, I am most concerned about...
- Right now, I most need help with...

Capturing the Insights (Online Journaling)**

- From your perspective, what is working well in terms of your organizational approach to address this pandemic?
- At this moment, what are you most concerned about?
- What are you learning along the way about:
 - The people you serve
 - The people you work with
 - The leadership at your organization
 - This crisis
- What about today do you want to capture? (a highlight, a thought, an insight)
- How are you feeling?
- Anything else?

*Read more at: <http://tools.sparkpolicy.com>

** <https://www.research.net/r/COVID19-Reflections>



Competency:
Leaders Direct

Competency

Provide clear direction and follow-up – your team needs it

Know when to apply different kinds of leadership

Make effective decisions and judgements through crisis



Responsibility	Actions
Supporting and motivating staff in your teams	Promote self care – ideas discussed in the webinar
Sustaining productivity as far as possible within the given situation	Be aware of the stressors and the impact of your own emotional intelligence on others; remain calm and composed and adapt your leadership style to fit the situation
Maintaining an open and transparent work environment	Encourage staff to speak openly about issues that affect them and support to their families, and about their work
Compliance with the rules and regulations	Be aware of deleted authority and ensure proper documented activities outside of the normal procedures
Instilling sense of accountability amongst staff under your responsibility to follow the rules and procedures	Make sure that they ‘do the right thing’ as their obligations to the organization. Do not turn a blind eye if they are exhibiting procedures and behaviours that are putting them and/or the organization at risk

Consider your preferred management style and how you may need to adapt it:

- “Directing” is an appropriate response for some activities in crisis
- “Delegating” can work for your most competent and self-motivated staff
- “Consensus/Collaborative” styles may need to shift slightly
- As you prioritize, how do you continue to hold people accountable?

You are being called on to make judgements and decisions with an unprecedented lack of clear information at times, and severe time pressure:

- Now, more than ever, maintain awareness of the limits of your decision-making authority and “what to do when you don’t know what to do” – and ask for clarity or expansion if necessary
- You will make mistakes – “All good leaders have scars on their leadership mantle” (Mark Cole, CEO John Maxwell)
- Recognize and acknowledge what you cannot control
- Remember to be exploratory (pause, assess, anticipate, act)
- Practice divergence – and utilize those who have diverging opinions
- Recall other scenarios where you have been successful in challenging circumstances
- Practice empathy – and maintain impartiality and fairness (I hear you AND.. not I hear you BUT)
- If the decision is too impactful to make under the time pressure – is there a way to create/force a pause?

An aerial photograph of a winding asphalt road through a dense green forest. A river flows through the center of the forest. A large, semi-transparent circular graphic is overlaid on the right side of the image, containing text.

Competency:
Leaders
Communicate

Competency

In times of uncertainty and crisis, communicate clearly, often, specifically, transparently and honestly

Your communication does not need to be perfect – but it needs to “good enough” which is perfect for right now

- Clear – where you are giving direction – make it very clear (will vs may)
- Often – you may not be as physically visible as you usually are, let people know that you are still with them
- Specific – call out where there is *action needed* – by who, when, how (include why)
- Transparent and Honest – do not communicate in absolutes or promises.. Remember deliberate calm and bounded optimism

Instead of..	Consider trying..
There will be no layoffs.	The future stability of our organization and the people within it are a top priority.
For the next two weeks we will..	<p>Until further notice we will..</p> <p><i>And/or</i></p> <p>We will revisit this decision in two weeks or as soon as new information is available.</p>
We have been guaranteed that we will get more PPE on X date.	We are in constant contact with the supply chain to ensure that our PPE needs are known and are making every effort to secure what we need.
All tasks are essential and must be attended to (or conversely – all non-COVID tasks are non-essential and must be set aside).	<p>Prioritization of work will be critical in the coming days and weeks, each team and department will receive direction about what needs to be set-aside and what needs to be prioritized at this time.</p> <p><i>And/or</i></p> <p>The organization’s key priorities at this time are – activities that immediately impact clients, ensuring policy and procedure is followed, and maintaining critical organizations such as payroll.</p> <p><i>And/or</i></p> <p>While we are in this time of reduced front-line services, we will be asking you to consider the available projects that can be accelerated. Be prepared to have a discussion with me on your workplan for these items on X date.</p>
I’m here for you 24/7 until this is over.	The leadership team is ensuring that you will have the support you need when you need it. A call schedule will be circulated each week

Follow Up

- Email will follow the webinar
 - Provide us feedback on how we did
 - Link to Developmental Evaluation – Reflective Practice
 - For those of you who are a part of the Webinar Series: Link and password to portal with recorded webinar, power point and resources
 - Link to the Webinar can be provided to others as well

Check Out: How are you leaving?.....

Thank you!

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