LEADING AND FOLLOWING IN TIMES OF TURMOIL

Keeping the *human* in human resource

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Today’s session

• Manage the anxiety of the unknown
• Create the new normal and lift-up opportunities
• Tips and Tools to focus on what matters most right now
MANAGE THE ANXIETY OF THE UNKNOWN

Let’s focus on the human
<table>
<thead>
<tr>
<th>Virtual lives</th>
<th>Isolation</th>
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<tbody>
<tr>
<td>• How many of us have had formal training and experience in successfully leading people virtually?</td>
<td>• Humans are social beings and we crave connection</td>
</tr>
<tr>
<td>• How many of us have had formal training and experience in successfully following virtually?</td>
<td>• Isolation = punishment “go to your room”</td>
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<tr>
<td>• How many of us have had formal training and experience in successfully teaming virtually?</td>
<td>• We’ve lost work socialization AND church, community groups, restaurants, gyms... all at once</td>
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<td></td>
<td>• How can we maintain connection on video and phone?</td>
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Maslow
We are potentially impacted at every level right now

- **Physiological**
  - Air, Water, Food, Shelter

- **Safety**
  - Personal security, Employment, Health

- **Belonging**
  - Friendship, Family, Sense of connection

- **Esteem**
  - Status, Recognition, Freedom

- **Self-Actualization**
  - Your Best Self

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- Existing stressors are exacerbated, and trauma patterns resurface

- Reactions and manifestations will vary across different people

- Most of us haven’t had anything like this in our lifetimes - there’s no playbook

- But... our previous experience with other stressors has strengthened our coping “muscles” and our resiliency. We’re well positioned to get through this
Managing Anxiety is supported by:

- Identifying what you can control
- Focusing in the present
- Being aware of anticipatory fear which is future focused
- Naming the underlying threat or fear
- Planning for what you can... think “best case, worst case, most likely case”

In our Control:

- wash hands, physical distancing, kindness and self-compassion, careful media consumption, intentional practices, individual anxiety management

Not in our control:

- how the virus evolves, other people’s actions, power of uncertainty, economic impact, collective anxiety levels
Ending the Old

Comfort Zone

Discomfort and Loss

Uncertainty and Opportunity

Transition

Beginning the New

Stages of grief: denial, anger, bargaining, depression and acceptance

Adapted from Bridges Transitions model
Patterns of Responses to Change... in Normal Times:
How do you recognize each type of stress in yourself?
What works for you as an antidote to each type?
What permission have you given yourself?
THE NEW NORMAL

What opportunities can we create?
From the Great Recession of 2008-09 to the “Great Reset” of 2020-21

Focus on human kindness, value of relationships (being vs. doing), positive environmental impact, shifts to appreciative lens (ex: survival rates)

What is this teaching us?

What really matters now?

What positive ways will this have changed us?
Change is easier from chaos than from status quo

Source: Connor, Leading at the Edge of Chaos
Positive opportunities

- Greater empathy and awareness of front-line workers and vulnerable populations
- Reimagining Galas and Golf Tournaments
- Telecommuting and remote work normalized
- Online learning, programming, etc.
- Valuing tech as a connection vs. a distraction
- Strengthening our readiness for other challenges
- People stepping into new/expanded roles

What “successes” have you experienced?

What changes might we see post COVID-19?
Leader/Follower System

More important than ever to see ourselves as a system – leaders need follower support, followers need leader support

We lead and follow differently based on the context we are in:

• Community’s COVID crisis
• Our own mental models of power and expectations of leaders
• Our relationship history with each other

Source: Barbara Kellerman
Your Leadership Matters

How are you guiding:

- Your Follower(s)?
- Community?
- Board?
- Funders?
- External Partners?
- Your Self?
Your Followership Matters

How are you supporting:

Your Leader(s)?
Your Team members?
Your Self?
Leaders and Followers - Support Each Other

• We don’t know when this will end

• We are all unsettled and concerned for loved ones, clients, colleagues, neighbors

• In times of uncertainty we are wired to crave normalcy and familiar, when innovation and creativity are most needed

• Emotions are contagious – fear, anxiety, anger AND hope, grace, kindness
TIPS AND TOOLS

To focus on what matters most right now
Re-align Priorities

This is not normal – so your work can’t be normal

Leaders and Followers together, decide what to needs to be done and what does not need to be done now

Source: Center for Community Investment

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What can be on your “Not-To-Do” List?

To allow you to focus on what matters most
Must Do List

BUILD OR UPDATE YOUR EMERGENCY SUCCESSION PLAN NOW

THINK “SCENARIOS”
BEST CASE, WORST CASE, MOST LIKELY CASE

UNDERSTAND AND COMMUNICATE PAID LEAVE AND EXTENDED FAMILY MEDICAL LEAVE

DRAFT DIFFICULT COMMUNICATIONS

TAKE CARE OF YOUR PEOPLE:
ACKNOWLEDGE LIMITS, CAPACITY, FEAR, RECOGNIZE LIKE YOU'VE NEVER RECOGNIZED THEM BEFORE!
Some Types of Recognition

01 Acknowledge
I appreciate you
(in writing or verbally)

02 Seek input
I value your knowledge, your viewpoint

03 Share information
I trust you

04 Expand participation
I want you involved

05 Take personal interest
I care about you
Wrap-up

• Lean into your values (articulated or assumed) as your decision filter
• Plan for what you can
• Stay connected and compassionate
“If you want to go fast, go alone.
If you want to go far, go together.”