

Covid-19: Business Survival Guides

5: *Leadership, motivation and resilience*

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Set the scene:



- Pre-crisis, on average, people only perform at **40%** of full potential; *
- Fear of failure, lack of confidence, self-doubt & lack of support have the highest impact on this result;
- In times of uncertainty this measurably drops to **23%**; *
- Covid-19 hits all 4 elements of “VUCA” at the same time: Volatility, Uncertainty, Complexity & Ambiguity; * *
- Leaders need to deal with BOTH business & emotional issues at same time;
- Maybe never had to think about employees’ emotions in this way before;
- For a business to survive – let alone thrive – needs new leadership style:
 - Re-focus ambitions on the business survival and not self,
 - Coaching rather than directing,
 - Building personal resilience across workforce,
 - Creating and communicating positivity

*** *INTOO: HR, Leadership & coaching***

*** * *HBR: What VUCA means for you***

Responding to VUCA:



+
How accurately can you predict the results of your actions?
-

COMPLEXITY

- Restructure;
- Deploy specialists;
- Focus resources
- Break into components

**Do not become
overwhelmed by
situation**

VOLATILITY

- Build in some slack;
- Deploy contingency plan;
- Match investment to risk;
- Monitor 'drivers' closely

**No knee-jerk reactions.
Knowledge is everything**

ABIGUITY

- Look for precedents;
- Monitor competitors;
- Drive for certainty, e.g. across customers and supply chains

**Experiment & probe for
certainties**

UNCERTAINTY

- Identify 'drivers' – the causes and effects;
- Act decisively to control whatever you can ;

**Invest in information
gathering and analysis**

- How much do you know about the situation? +

The Covid-19 crisis is demonstrating the power of “cause and effect” thinking.

Use this to create multiple scenarios.

Document – and then monitor – the assumptions in the scenario.

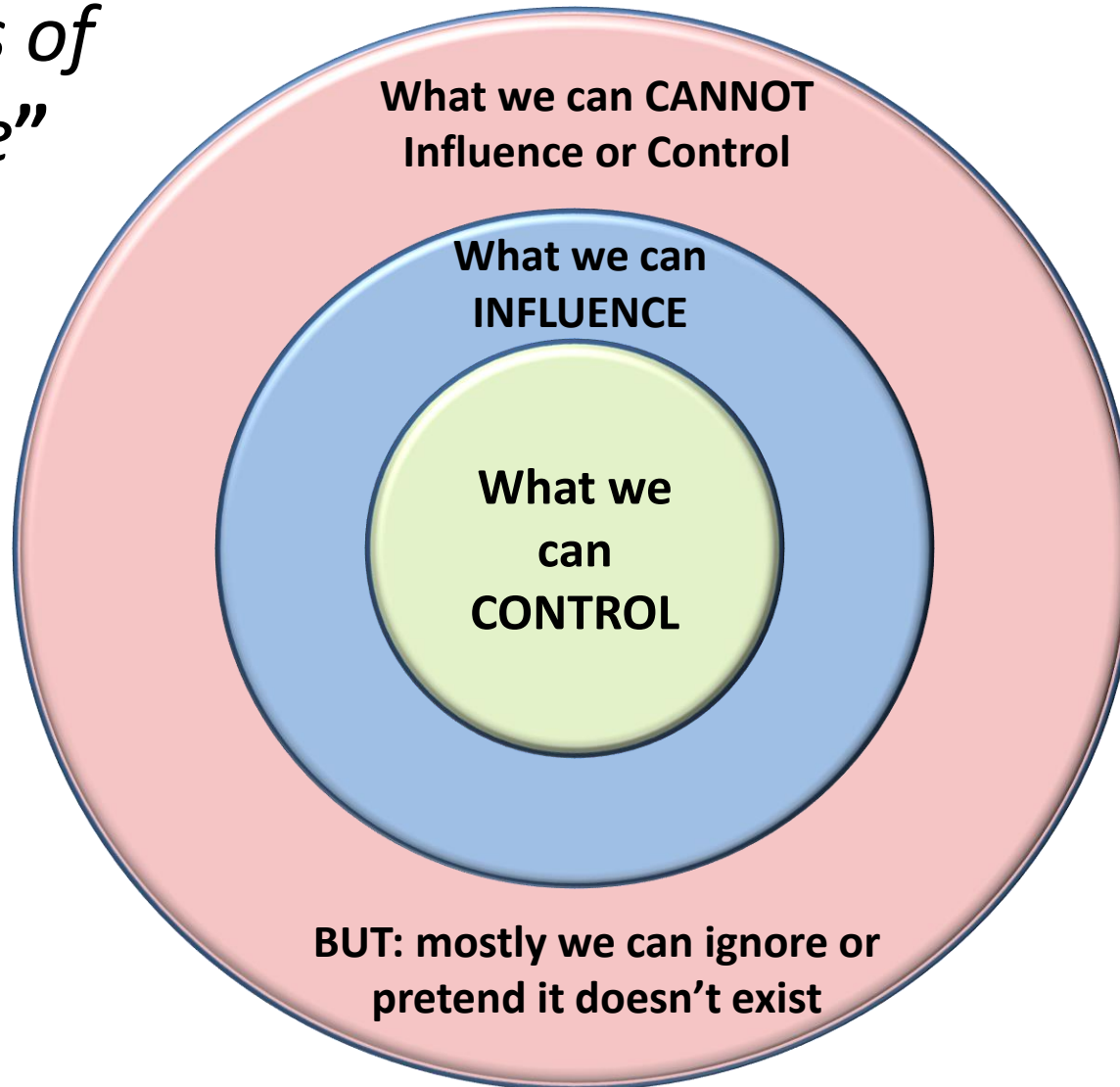
Modify as reality unfolds.

Adapt and communicate response to the latest scenario you are working.

Dealing with feelings of powerlessness:



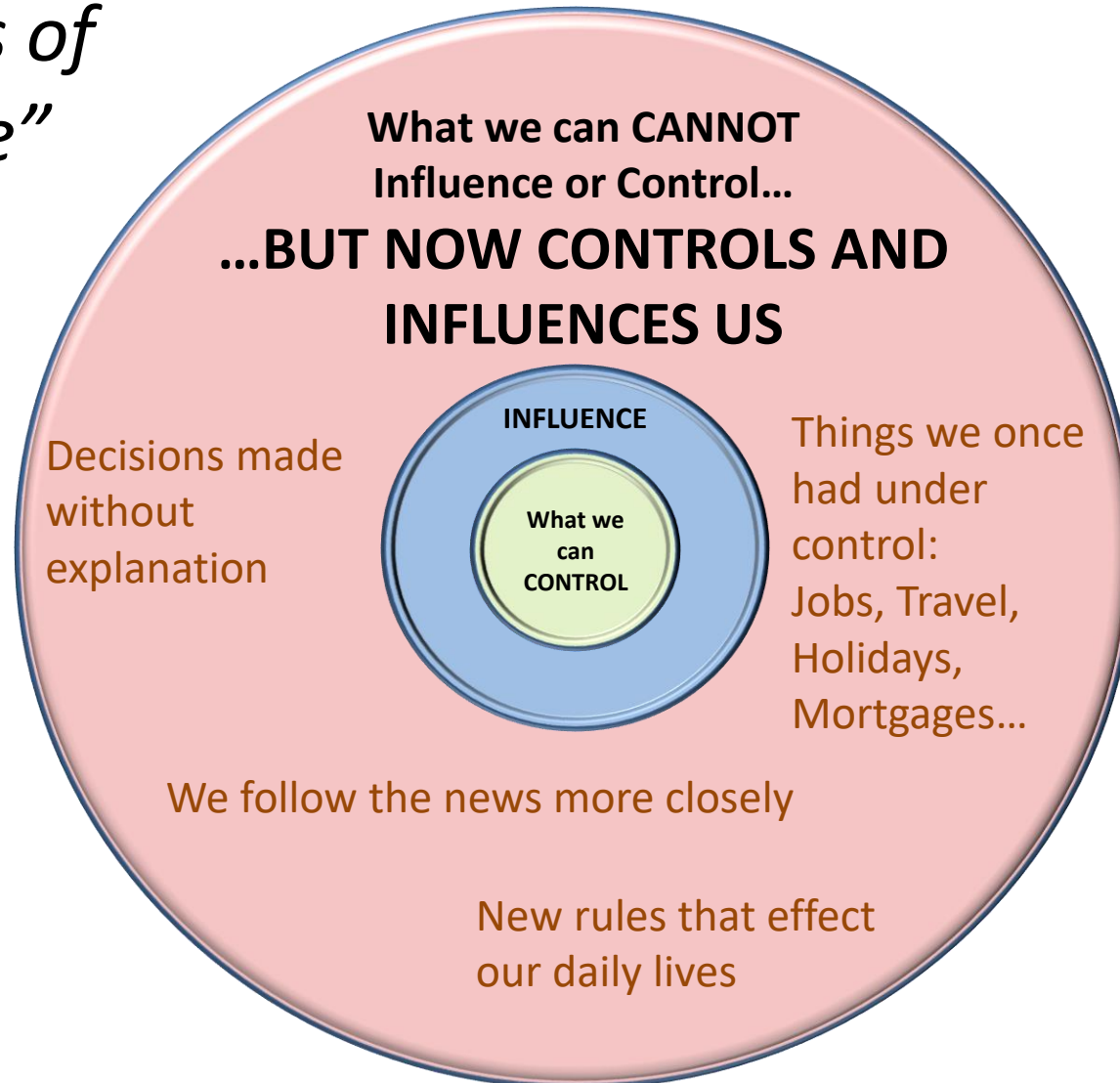
“Spheres of Influence”



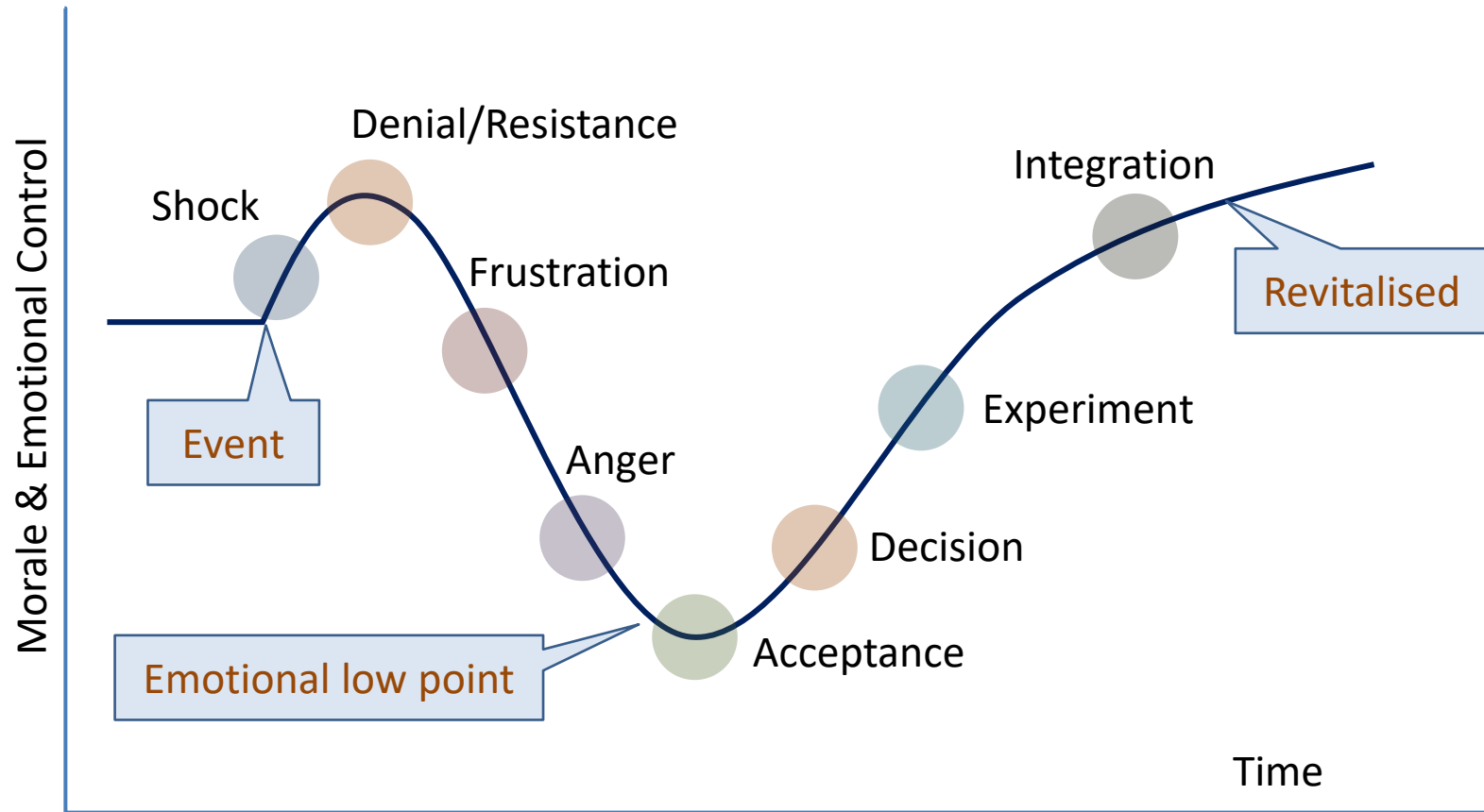


In times of crisis it becomes...and feels:

“Spheres of Influence”



We all go on the same emotional journey:



- Some people are more 'resilient' and appear able to journey faster than others;
- Great leaders help & coach every member of their team – and no one is left behind

Great Leadership:



- “It is not the strongest or most intelligent who survive...but those who best manage change” (Charles Darwin);
- “Great Leaders channel their ego needs away from themselves and into the larger goal of building a great company. It’s not that great leaders have no ego or ambition. Indeed, they are incredibly ambitious – but their ambition, first and foremost, is for the institution and not themselves” (Jim Collins);
- “Successful leaders begin with getting the right people in their leadership team. Then collectively figure out the best path to greatness” (Owen Morgan);
- “Winning teams are predominantly led by a ‘Coach’ – someone who asks questions - and builds competence and confidence in those around them” (John Shuttleworth).

Great Coaching:



Communicate:

- What's happening
- How it impacts us
- How it impacts others
- Our strengths
- Our goals right now
- What success looks like
- How we are monitoring

Provide:

- Personal support
- Professional support
- Constructive Feedback
- Permission to try new solutions
- Greater independence

Request:

- Feedback on feelings
- Feedback on facts
- Opinions on plans
- Suggestions to improve
- New ideas for customers and business generally

Building Resilience:



It's not about the challenge – it's about how you respond

You need:

1. A positive outlook
2. Motivation & drive to achieve
3. A problem solving approach

You must:

1. Identify the challenge
2. Take a positive view and outlook
3. Immediately begin problem solving

Hone your:

1. Self awareness
2. Acceptance of limits on what you can 'control'
3. Use of prior experience
4. 'Positive' communications

MINDSET enables you to function and deliver:

You need to:

1. Understand your beliefs
2. Believe in what you are trying to achieve
3. Remain resolute

You must:

1. Focus on the present
2. Stay in control – including your own behaviour
3. Stay fit and well – mentally and physically

Hone your:

1. Sense of humour
2. Forgiveness of others who are trying but struggling
3. Network of friends and mentors

Throughout the crisis:



1. Focus on what you can control;
2. Understand that colleagues will respond in very different ways to the myriad of uncertainties;
3. Accept that behaviour is driven by their own perceptions and beliefs – and not by the facts ‘as you see them’;
4. Hone your own ‘Leadership’ skills and practices;
5. Help colleagues build their own resilience and mindset – for now and an investment for the future;
6. Switch to a ‘coaching’ style - and allow and encourage more freedom for colleagues to experiment...more than you ever dreamt that you would