



TEAM BUILDING & LEADING IN A CRISIS

OpenLearning@MLC - Session 4
Wednesday, June 16 @ 10:00 A.M.

DEFINITIONS & POINTS TO NOTE

- **Crisis**

- a time of intense difficulty, trouble, or danger
- a time when a difficult or important decision must be made

- **Leadership**

- the action of leading a group of people or an organization

- **Team**

- (noun) a group of players forming one side in a competitive game or sport
- (verb) come together to achieve a common goal (“team up”)
- “picking teams”

ARE YOU LEADING OR MANAGING?

Traps to avoid:

- Taking a narrow view
 - *In the face of a threat, we tend to narrow our view and lose focus on the potentially bigger picture.*
- Being satisfied with simply managing
 - *Handling a crisis provides a “sugar high” that can be followed by a crash. Continue to look forward and trust your people to make decisions about those future “what ifs.”*
- Over-centralizing the response
 - *You can’t control everything. Seek order instead. Determine which decisions you can/must make and delegate the rest.*
- Forgetting the human factor
 - *Focus on people and their needs as you lead, and you’ll find that those same people will help all the other stuff fall into place.*

Harvard Business Review Article (March 2020) -

<https://hbr.org/2020/03/are-you-leading-through-the-crisis-or-managing-the-response#:~:text=Leading%20through%20a%20crisis%20requires,organization%20for%20the%20changes%20ahead.>

FIVE WAYS TO LEAD AND ADAPT IN A CRISIS

- Seek credible information
 - *Is it reliable? Is it up to date? Is it from a trustworthy source?*
- Use appropriate communication channels
 - *To the ENTIRE organization. Face-to-face first! Review, repeat, reinforce.*
- Explain what you are doing about the crisis
 - *Remember that everyone is viewing what's happening through their own unique lens. A fellow teacher, a hired staff member, a parent, and a student are viewing things in their own way.*
- Be present, visible, available
 - *Appear calm, concerned, knowledgeable, and in control in your frequent communication.*
- Dedicate resources for future crises
 - *Have a plan that will be executed if it happens again...and it will.*

Center for Creative Leadership Article (December 2020) -

<https://www.ccl.org/articles/leading-effectively-articles/how-to-lead-through-a-crisis/>

6 PRINCIPLES TO GUIDE YOU DURING CRISIS

- See opportunity in everything
 - *Respect different points of view. View the glass as “half-full.”*
- Be flexible to anticipate the unexpected
 - *Are any new opportunities presenting themselves? What will you take forward with you after this ends?*
- Unleash passionate pursuits
 - *In other words, don’t sit back and settle for halfway or survival mode in a crisis. Get after it and push.*
- Live with an entrepreneurial spirit
 - *Again, think big and be bold.*
- Trust to work with a generous purpose
 - *It’s about others. Be open, genuine, and honest.*
- Lead to leave a legacy
 - *It sounds like it’s about you, but it’s really about strengthening your institution.*

Forbes Magazine Article (April 2020) -

<https://www.forbes.com/sites/glennllopis/2020/04/13/6-leadership-principles-to-guide-you-during-crisis/?sh=4f64b16c7823>

10 WAYS TO LEAD THROUGH A CRISIS

Article from TechTello (October 2020) -

<https://www.techtello.com/10-ways-to-lead-through-a-crisis/>

- 1: Connect, listen, support – be real
- 2: Communicate credibly / reliably / dependably; acknowledge uncertainty
- 3: Be responsible – no false hope: “I don’t know” is OK and better than trying to create an ending to something you have no control over
- 4: People > Profit; If people see you’ve tried everything else possible, you’ll have their respect
- 5: Preparedness – plan for short term but be thinking about and ready for what may be ahead

6: Don’t micromanage – play to strengths; coach and mentor instead of trying to control

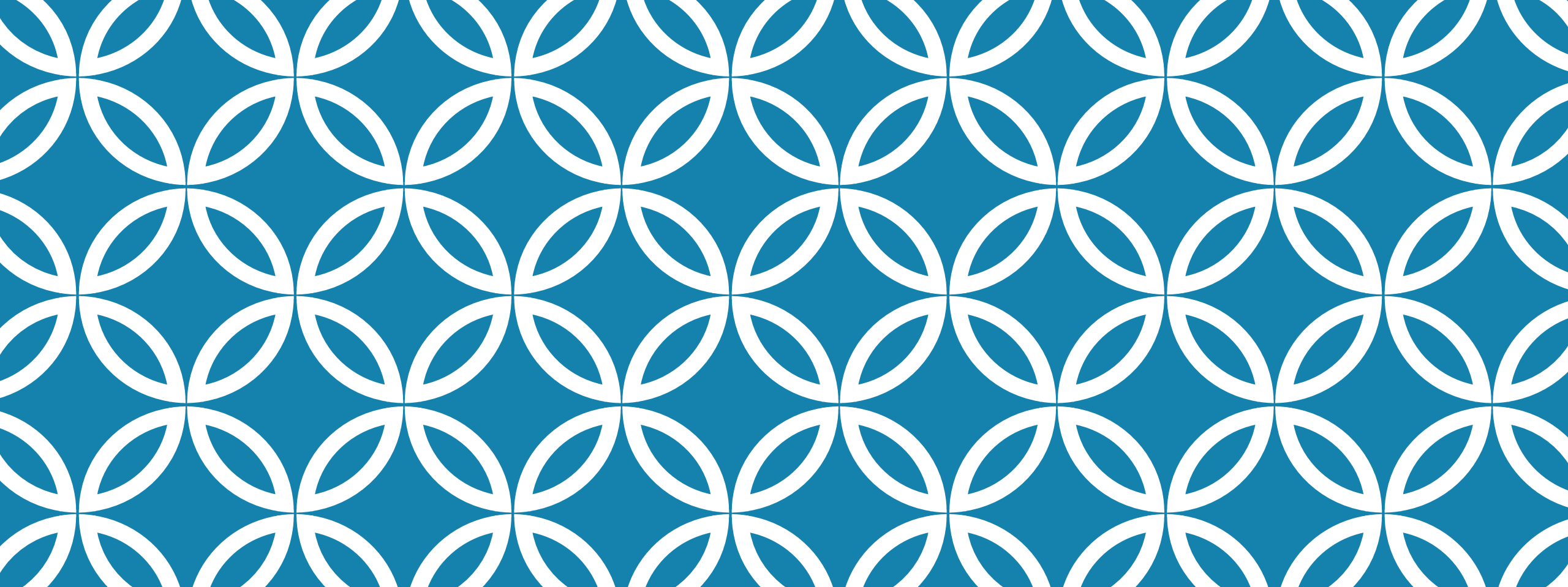
7: Be available – recognize unique challenges of your people, perform small acts of kindness

8: Take time to take care of yourself; recognize and remember your own family / needs

9: Prioritize – focus on the truly important; think about potential future outcomes; delete anything else that doesn’t relate

10: Flexibility – don’t sit and wait for things to return to normal

Reviewing this summary list, let’s use the rest of our time for any Q&A you may wish to engage in.



THANK YOU.
CALL, TEXT, OR EMAIL... ANYTIME!

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