

# The Ultimate Test of Leadership

Managing Stress & Anxiety in the Time of COVID -19

**Please stand by**

**The webinar will start promptly at 9:00 a.m.**

Your Host: Cassie Hoag, MAP Senior Consultant  
Co-Host: Michael Pezel, MAP Executive Consultant  
Producer: Tim King, MAP IT Director



# Welcome!

## The Ultimate Test of Leadership

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# The Ultimate Test of Leadership

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- ▶ **Webinar Host & Co-host**
- ▶ **Audio Guidelines**
- ▶ **Chat | Q&A Guidelines**
- ▶ **Polling Guidelines**
- ▶ **Recording**
- ▶ **Feedback**

# The What

**This webinar intends to inform, serve as a helpful catalyst and provide specific guidance to leaders of WWCCA member companies, affiliates and other stakeholders.**

**With a topic dedicated to relieving stress and anxiety, it's also meant to be a relaxed hour that opens up possibilities.**

**Grab a beverage, get comfortable wherever you're Zooming in, dedicate your full attention and enjoy!**

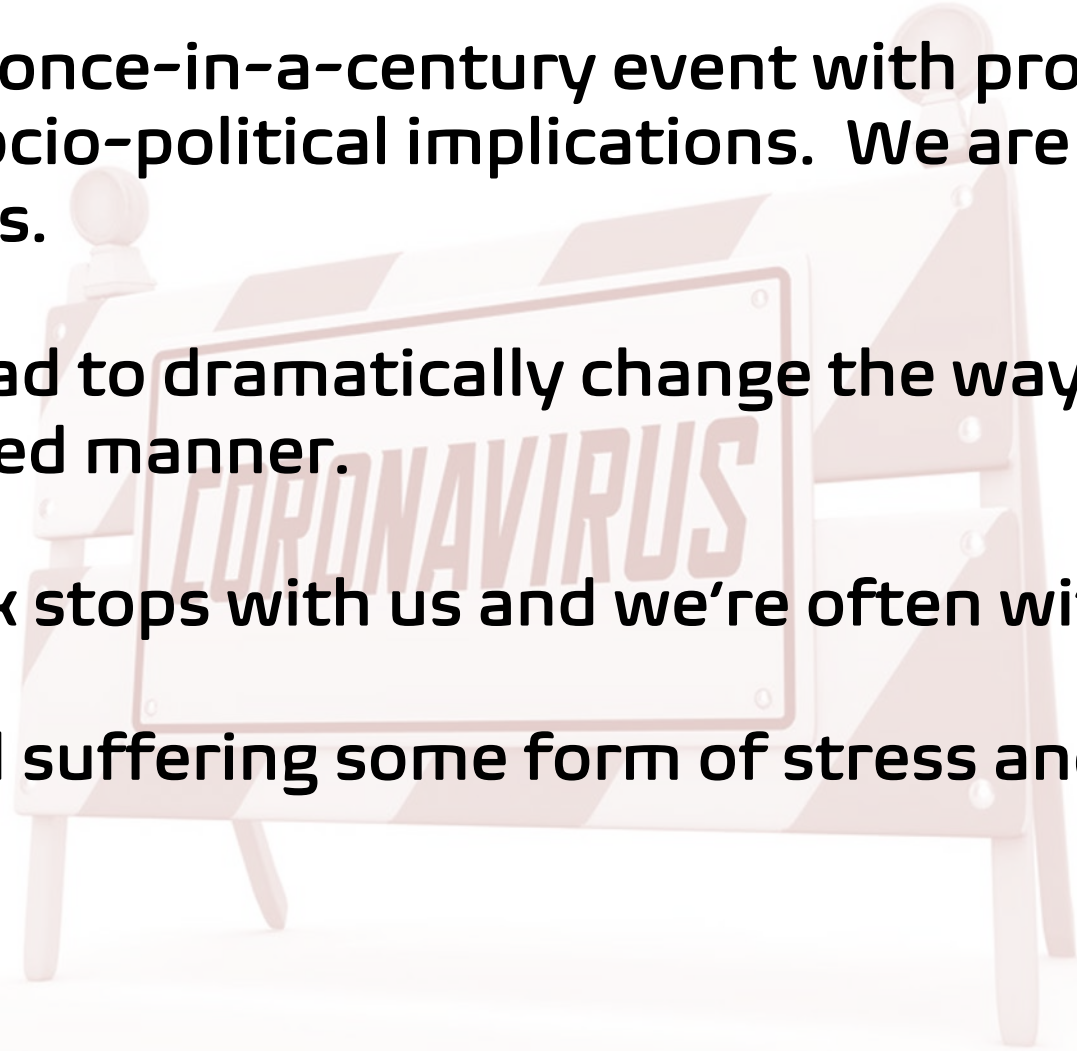
# The Why

**Because this is a once-in-a-century event with profound health, economic, and socio-political implications. We are truly in uncharted waters.**

**Because we've had to dramatically change the way we work – in a sudden and rushed manner.**

**Because the buck stops with us and we're often without a clue.**

**Because we're all suffering some form of stress and/or anxiety and need relief!**



# on the Agenda

- ✓ Facing Reality | Being on the Brink
- ✓ YOU | 5 Tips for Finding Balance
- ✓ Your Team | Communicating Uncertainty
- ✓ Converting Problems to Opportunities
- ✓ Q&A

# We've all faced massive disruption

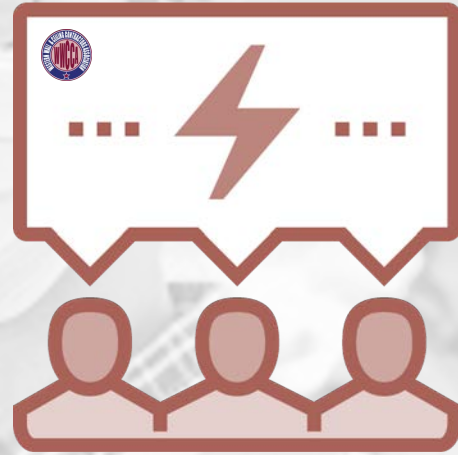
Offices and work sites closed  
Furloughs and layoffs  
Payroll protection  
Personal protective equipment  
Testing  
Mandates  
Suffering infections  
Quarantining  
Essential vs. nonessential  
Remote work  
Virtual meetings  
Responsibility for Safety+++  
Compliance

Change management  
Return to work planning  
Demand reversals  
Project halted  
Budgets frozen  
Travel halted  
Long hours  
Home schooling  
Stockpiling  
Cancelled vacations  
New routines  
Sleeplessness  
Connecting with relatives

**UNPRECEDENTED**

CORONAVIRUS

# Ultimate Test of Leadership



Know when you're ...  
**On the Brink**



Lowered concentration  
Apathy  
Rigid thinking  
Perfectionism  
Preoccupation

*Cognitive*

Guilt  
Anger  
Numbness  
Sadness  
Helplessness

*Emotional*

*Behavioral*

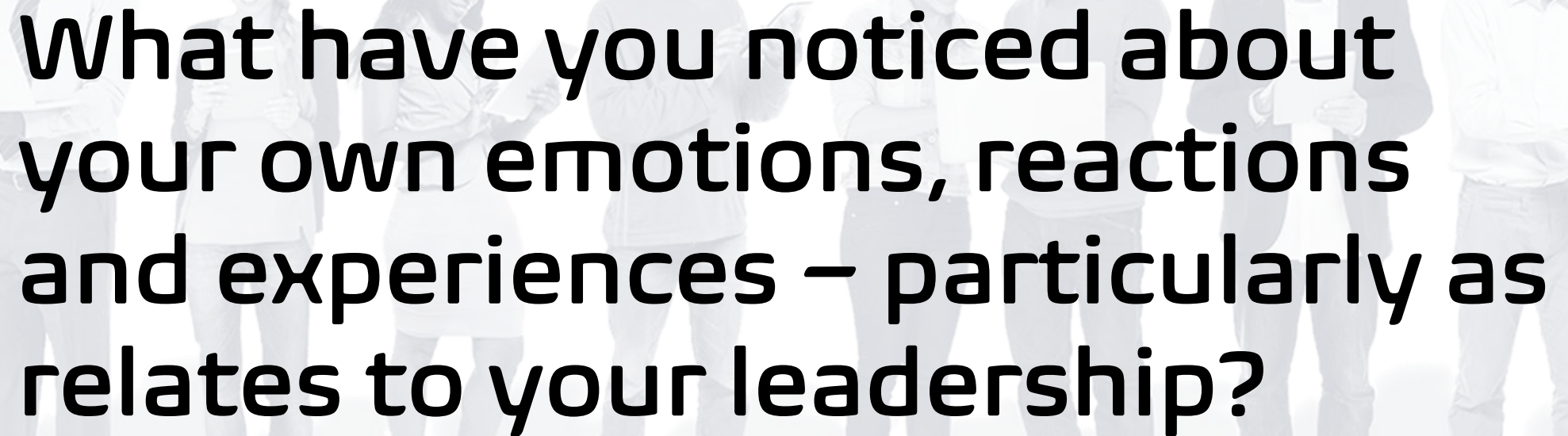
Withdrawal  
Sleep disturbance  
Appetite change  
Hyper-vigilance  
Startle response

*Physical*

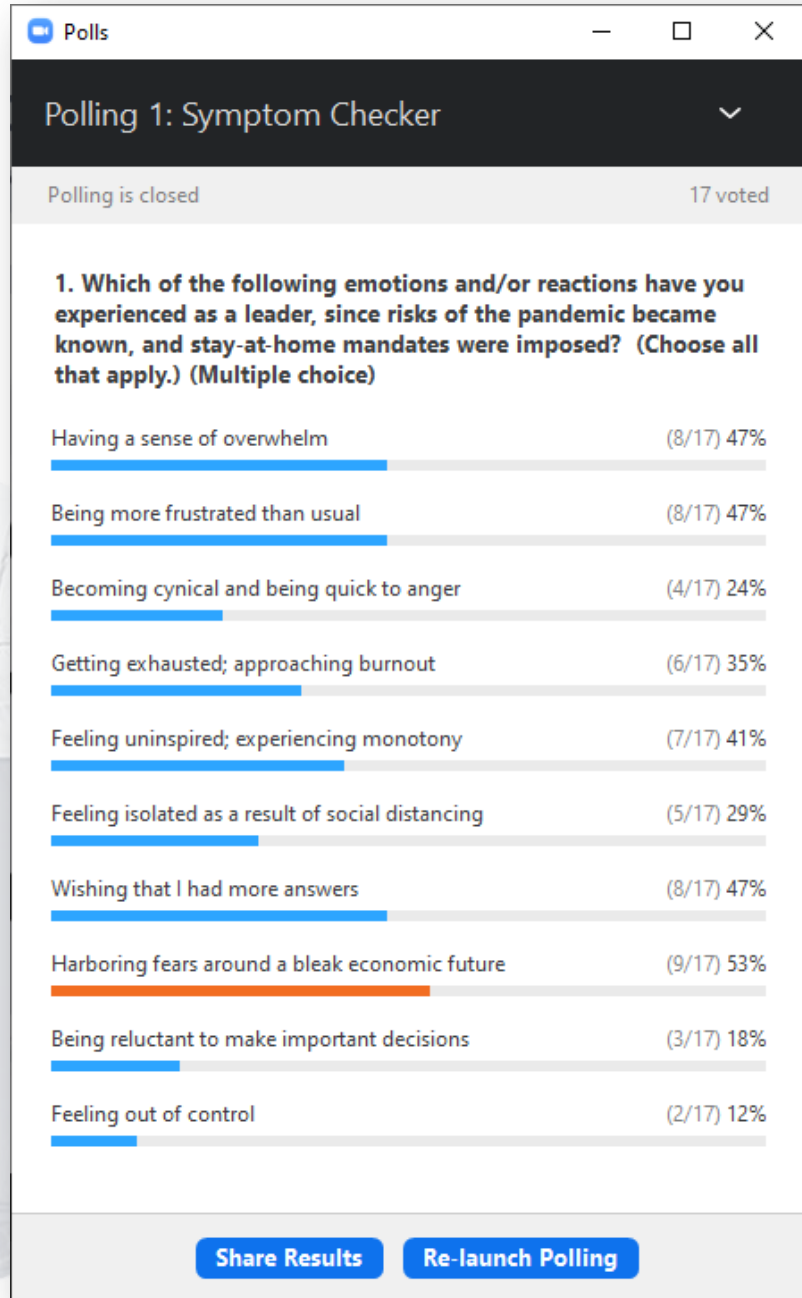
Elevated heart rate  
Labored breathing  
Muscle or joint pain  
Diminished immunity  
Worsened medical conditions

The profound effects of the pandemic and its socio-economic fallout have frazzled everyone. Leaders carry a particularly heavy burden.

**What have you noticed about your own emotions, reactions and experiences – particularly as relates to your leadership?**

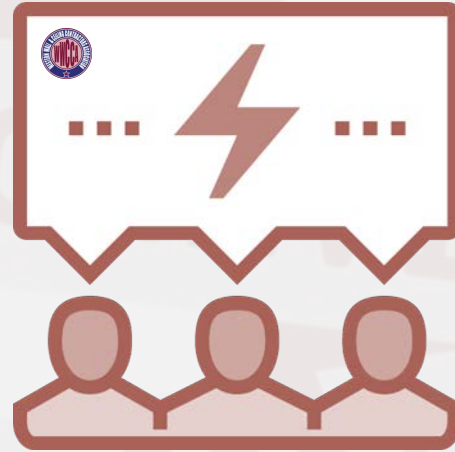


# Symptom Checker



# Polling Results





**Ultimate Test of Leadership**

# **Finding Balance**

**In Trying Situations**

**How** does one lead on a daily basis in an environment which is volatile, uncertain and constantly changing?

**How** does one lead in an environment where the trade-offs could be stark: human life or human financial survival versus organizational priorities?

**How** does a leader keep his or her balance in order to role model the desired behaviors needed to enable appropriate levels of individual and organizational performance?



# Balance your Mind

The brain is wired to scan for threats and gets stuck reacting to or ruminating over the “what ifs”

Accept that you only have 2 paths: panic or presence

## PANIC

Every thought becomes urgent  
Every thought becomes a fear  
Adrenaline flows constantly  
Exhaustion sets in

## PRESENCE

Think assess first, then act; filter  
Push unvalidated thoughts aside  
Make short term plans  
Make daily time to clear the brain

# Balance your Narrative

2

**Stop blaming and even your tone; be a voice of reason**

Notice when conversations evolve into gossip or finger-pointing; politely redirect



Ask the team, "realistically, what are our choices in this situation?"



Help people focus on providing value and serving others - invite ideas and solutions





# Balance your Focus

**What you focus on expands. Danger and sensationalism attract focus. Make a decision to change your patterns and focus on 1 positive thing every day.**

Talk about it	30-minute Sprints	Journal
<p>Scan communiques and news reports for what's right</p> <p>Identify silver linings</p> <p>Enlist others</p>	<p>Use a timer</p> <p>Work on a given project or initiative</p> <p>Close down <u>all</u> interruptions</p>	<p>Pretend there's a daily assignment to:</p> <p><i>Note what you can control</i></p> <p><i>Note where to take decisive action</i></p>



# Balance your Emotions

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## Turn anger into awareness

Identify your triggers: think of times when you over-reacted and make a note of your feelings and behaviors



Anger is a form of energy. When triggered, channel your energy to a positive purpose – for you and/or the team



Create space: when triggered, avoid an immediate response; let yourself process; use the 24-hour rule

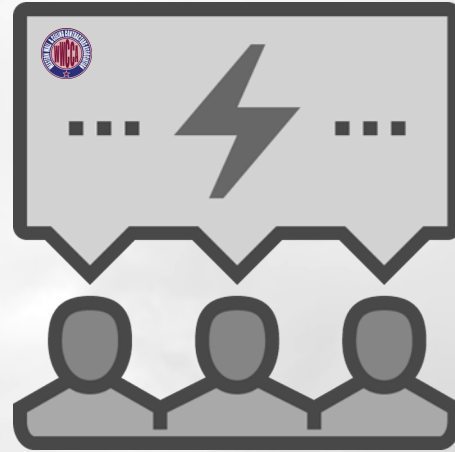




# Balance your Response

## Give yourself a break; give yourself choices

- ✓ Accept that tension and anxiety will flare - instead of being in denial or hoping it will all go away
- ✓ To get more done and feel better, stop chasing perfection, take small steps and go for "good enough"
- ✓ Before responding to anything volatile, consider at least several alternatives; take solace in your choices



**Ultimate Test of Leadership**

# **Communicating Uncertainty**

**Serving as the "rock"**

As leaders, our default position when we're uncertain about any organizational change is:



UNCERTAINTY  
AHEAD

**“Let’s hold off messaging this until we know what’s going to happen and how it will all play out.”**

# Communicate Probabilities



**Under pandemic conditions, front line employees are unwilling to sit in quiet contemplation, while leaders try to figure everything out**

**Be very forthcoming: state "this is where we are today, and at this moment, this is all we know"**



**Talk possibilities, likelihoods and chances; it's unnecessary to detail action items and due dates**



**Let thinking, planning and acting occur simultaneously; adjustments can evolve**





# Communicate to Engage

**Dial back on top-level company vision, goals and strategies. Instead, amplify what immediately affects employees.**

DO MORE OF	DO LESS OF
<p>Discussing how their jobs fit and matter – this week</p> <p>Identifying their problems and needs &amp; sourcing solutions</p> <p>Catching them doing things right</p>	<p>Discussing executive level activities and processes</p> <p>Being the person with all the answers</p> <p>Catching them doing things wrong</p>

# Communicate to avoid Burnout

3

## Recast your leadership approach

Keep linking them to their purpose; message your commitment and trust; reinforce their autonomy



Have the team regularly reflect on even the small triumphs and successes; list and publish



Be more of a coach, mentor and advocate: help them make connections; provide access

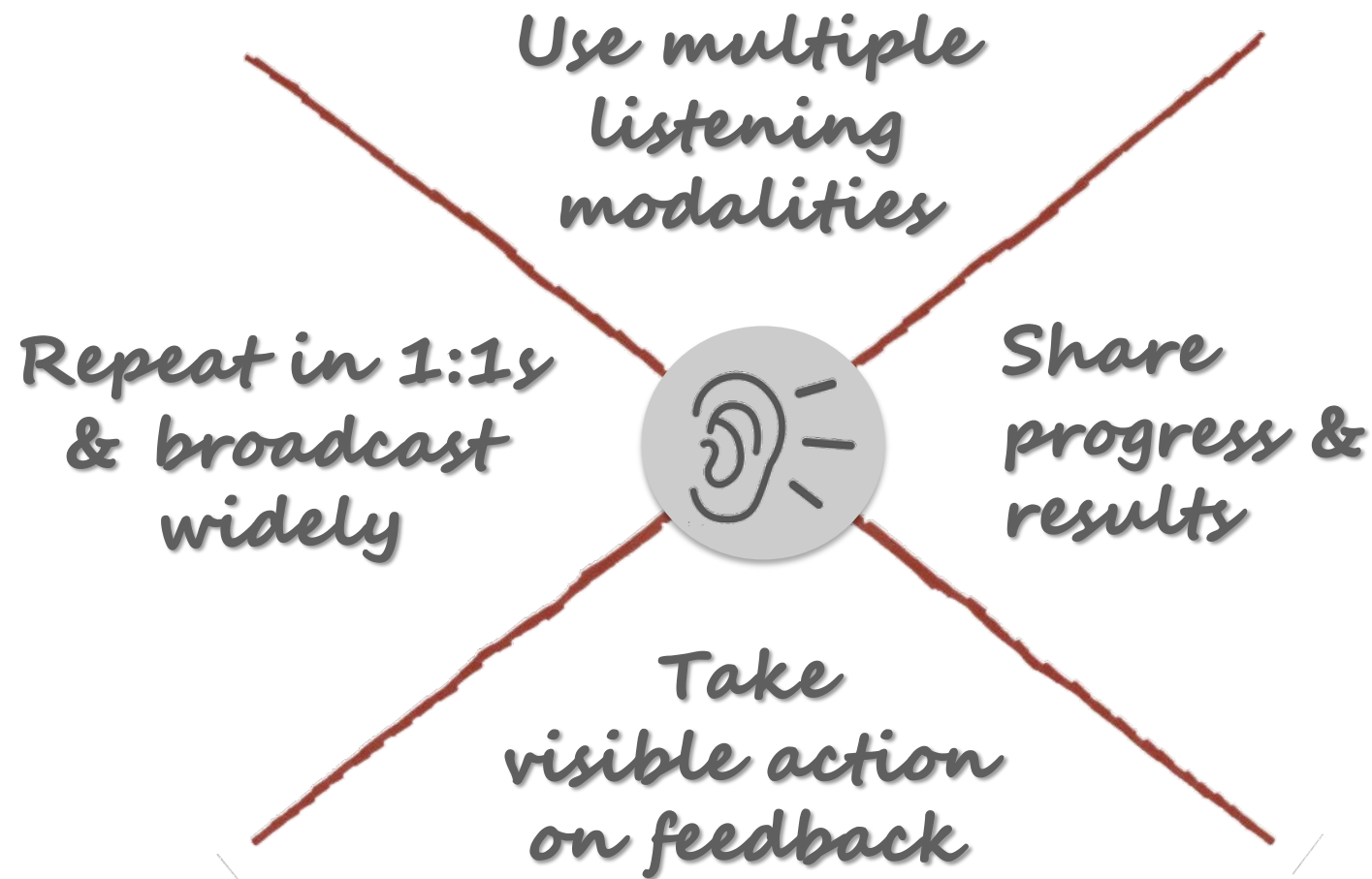




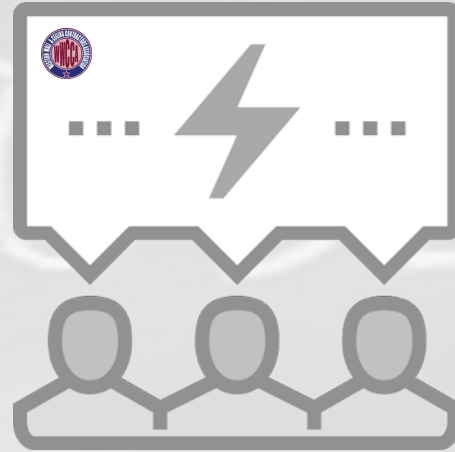
# 4 Communicate to truly Hear

With more unknowns,  
it's vitally important to  
do less telling and  
practice more  
listening

In many ways, this  
lessens your burden  
and reduces your  
stress







**Ultimate Test of Leadership**

**Problems ⇨ Opportunities**

**Finding the Way Forward**

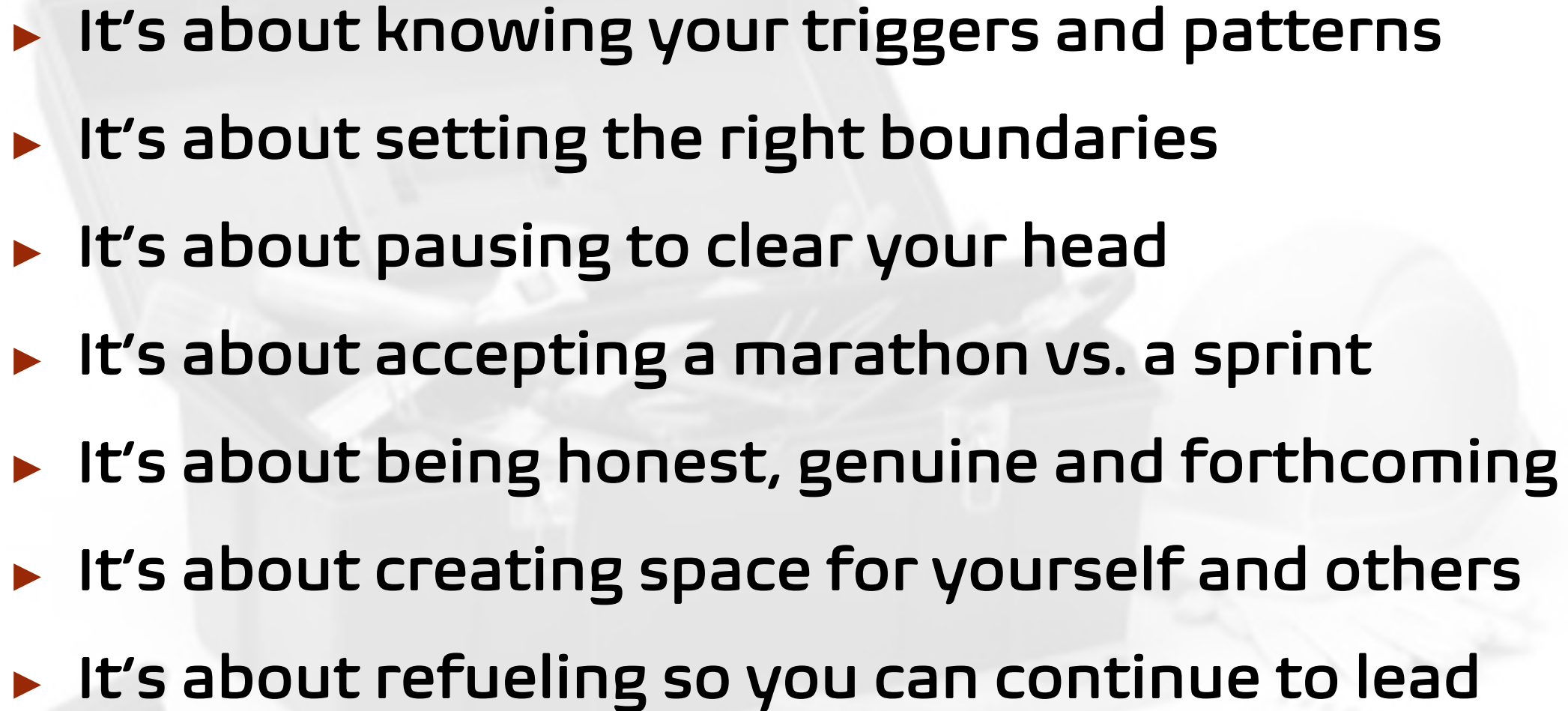
To transition from a problem-orientation to a more proactive and opportunistic outlook, appreciate the importance of personal connections

- ✓ Occasionally devote an entire team meeting to “how are you holding up?”
- ✓ In 1:1s and group meetings, share how you’ve changed your expectations (e.g., @ productivity, given new, time-consuming safety protocols)
- ✓ Keep soliciting novel ways to make check-ins and team meetings more tolerable

# Open up to the Tough Stuff

If you're wondering whether your team is distracted or feeling less engaged at work because of the pandemic and other acute socio-economic-political matters, stop wondering. **THEY ARE.**

Acknowledge	Redistribute	Demonstrate Care
Say you're paying attention Express empathy Say how you feel	Be flexible with deadlines Frequently revisit priorities Be open to all kinds of change	Participate in events Encourage outlets & self-care Respect boundaries
Host Safe Discussions	Formal Response	Support Yourself
Form ad-hoc peer circles Use an experienced facilitator Set ground rules or a charter	Consider examples Go internal and/or external Go beyond "one and done"	Rely on buddies or circles Share self-care ideas w/peers Rely on association resources

- 
- ▶ **It's about knowing your triggers and patterns**
  - ▶ **It's about setting the right boundaries**
  - ▶ **It's about pausing to clear your head**
  - ▶ **It's about accepting a marathon vs. a sprint**
  - ▶ **It's about being honest, genuine and forthcoming**
  - ▶ **It's about creating space for yourself and others**
  - ▶ **It's about refueling so you can continue to lead**

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Use Chat to pose a question | Everyone is now off mute

**“Between stimulus and response  
there is a space. In that space is  
our power to choose our response.  
In our response, lies our growth  
and our freedom”**

*• Viktor Frankl*



**Cassie Hoag**  
*Senior Consultant*

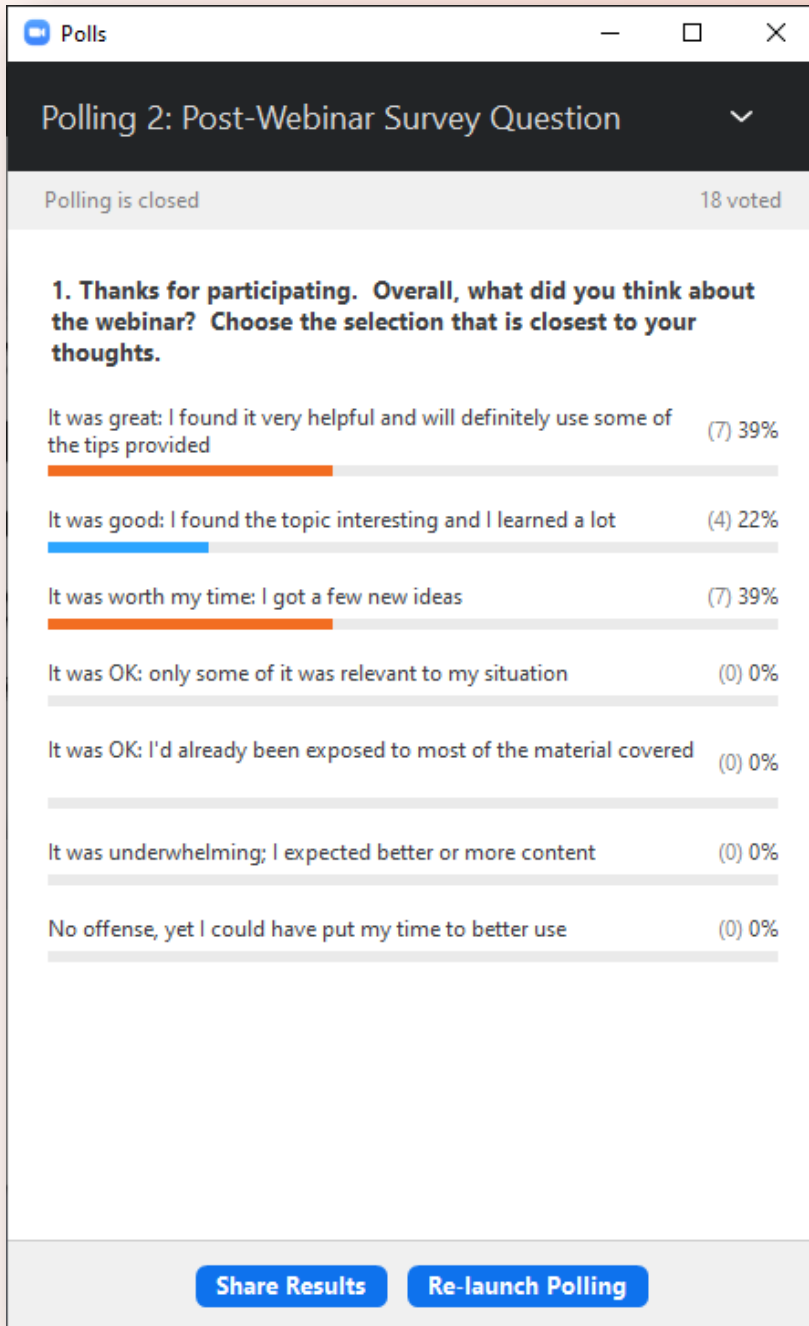
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# Webinar Feedback



# Polling Results