



MARSTON'S

WHAT A LEADER NEEDS TO BE IN
CHALLENGING TIMES

Purpose & Objectives

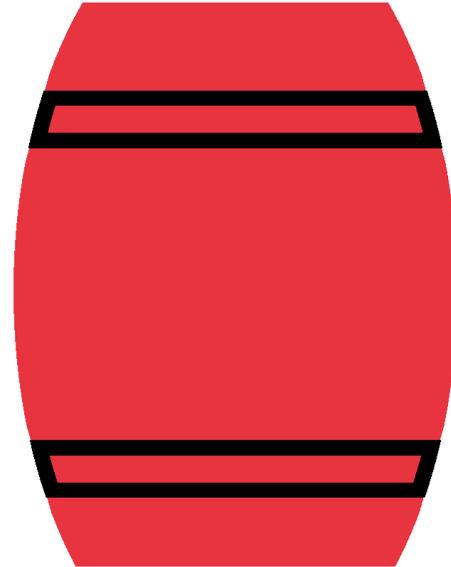
- The purpose of this session is to explore how a leader can behave during challenging times to help both their team and themselves
- We will look at six key behaviours and what they practically mean for you

Resilient -

make sure you are looking after yourself at this time in order to remain resilient when the unexpected happens

Coping Mechanisms You Can Try:

- Acknowledge how you feel and what you need to calm yourself
- Manage expectations of your team
- Create and establish a routine – stick to it where you can!
- When receiving tough news, breath deeply and rhythmically
- Find small, quick things that bring you joy that you can do regularly
- Practise journaling
- Go outside regularly as is safe to do so
- Maintain strong relationships with your colleagues and teams

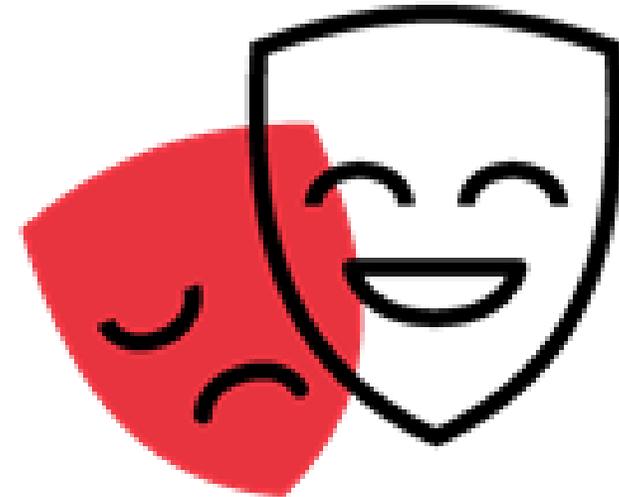


Authentic -

it's important to be positive, however you should also be comfortable to share the reality and acknowledge you might not have all the answers

Five traits of an authentic leader:

- Purpose and passion
- Values and behaviour
- Relationships and connectedness
- Consistency
- Heart and compassion



Visible -

your presence and contact will be reassuring, but allow some room to allow them to feel trusted to make decisions and get on with the job

Practical steps to try

- Plan in regular, remote check in sessions, both on an individual basis and as a team
- Ask them what they need from you and regularly review if it is working
- Ensure there is clear direction and focus for the team...
- ...and encourage the team to check in on one another
- Encourage use of shared drives and use to monitor progress from afar
- Be available to be contacted

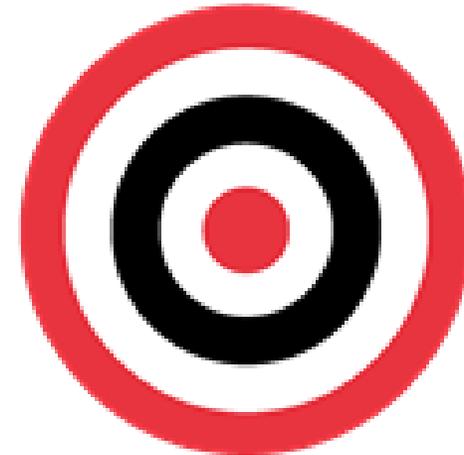


Focussed –

be decisive and be specific about what you need them to do and how it should be done to help them prioritise the right things to work on

Creating Focus: A Checklist

- Get clear on your team's purpose and output in light of the current situation
- Ask the team to review their objectives and make a list of their practical tasks
- Ask the team to include their ideas of tasks that they can complete to be helpful outside of their planned objectives
- Collate this information and prioritise actions, taking ownership of the decision
- Have a team session to discuss your decision making process and make sure people are clear on their task list
- Once this is completed, take some time out to come up with a 'what next?' list of jobs that can be given



Open –

create an environment where people can share what's on their mind and their ideas to help make things easier.

How to create an environment where people can say what's on their mind:

- Be approachable
- Ask questions
- Take ideas on board
- Follow through
- Be aware of your body language via webcam!
- Take note and remember the details
- Ensure everyone has a voice

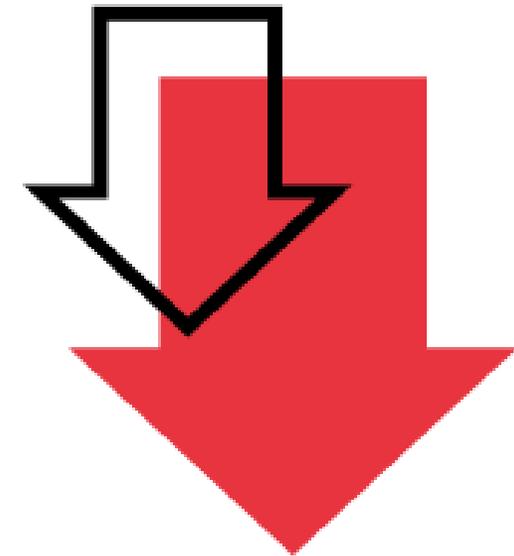


Transparent Communication -

as far as you are able, share messages with your team as soon as possible to keep them updated so that they are clear and don't hear about news third hand

Top Tips to be Transparent

- Keep yourself updated
- Take a moment to think about what you can share and how you can deliver this message
- Use your regular check ins to share business updates
- Make sure sharing information for those without a company email address is a priority
- Ensure that you are clear on what you can share
- Think about what is relevant to your team and stick to it



What a leader needs to be in challenging times



Resilient – you need to make sure you are looking after yourself at this time in order to remain resilient when the unexpected happens



Authentic – listen and acknowledge their concerns, understand their fears and check in on how they are feeling.



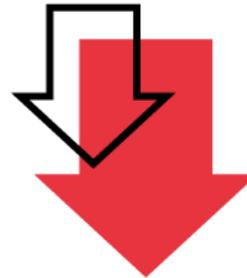
Visible – in the right measure! Your presence and contact will be reassuring, but allow some room to allow them to feel trusted to make decisions



Focussed – be decisive and be specific about what you need them to do and how it should be done to help them prioritise the right things to work on



Open – create an environment where people can share what's on their mind and their ideas to help make things easier.



Transparent – as far as you are able, share updates with your team as soon as possible



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