

## Supporting individuals, teams and organisations

### Tool: Leading your team in a crisis - 5 do's and don'ts

#### Do

- > **Put your own oxygen mask on first.** Ensure you have your own support network in place and use your own supervision to help you maintain your courage and model how to succeed in a crisis.
- > **Convey positivity and strength.** Affirm the capabilities of your team. Focus on transferrable strengths, knowledge and skills.
- > **Be open and honest.** Acknowledge the level of uncertainty. Have a clear strategy for how and when you will communicate with your team as the situation evolves.
- > **Be supportive.** Stay as enthusiastic as you can yet be realistic, not too positive and not too negative. Listen to individual worries and stresses, giving reassurance when you can.
- > **Check in with your team on a regular basis.** Focus on seeing things from their perspective and get a handle on 'where they stand'. Listen carefully to what people are asking and saying.

#### Don't

- > **Be fearful of transparency.** Explain to your team - "here's what we do know, here's what we don't know, and this is what we're doing to close the gap."
- > **Hoard information.** Communicate early and often.
- > **Speculate.** Maintain your compassion while explicitly acknowledging the challenges uncertainty brings. Critically examine 'facts' as a team.
- > **Sugarcoat the situation.** Otherwise you'll come across as someone who is unrealistic in the crisis and may be expecting the impossible.
- > **Focus only on allocation of workload.** Listen to things from your team's perspective.

Adapted from Rebecca Knight, April 2020 <https://hbr.org/2020/04/how-to-talk-to-your-team-when-the-future-is-uncertain>