

# Leading through Covid19

If ever there was a time to know the right question....



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### How can you lead a business or team at a time like this? What is needed of you now that was not in this year's KPIs?

Managing the health of our nation has dramatically disrupted our personal and economic lives. The ripples will run for a long time, but in what direction? No-one has the map. How can you create one?

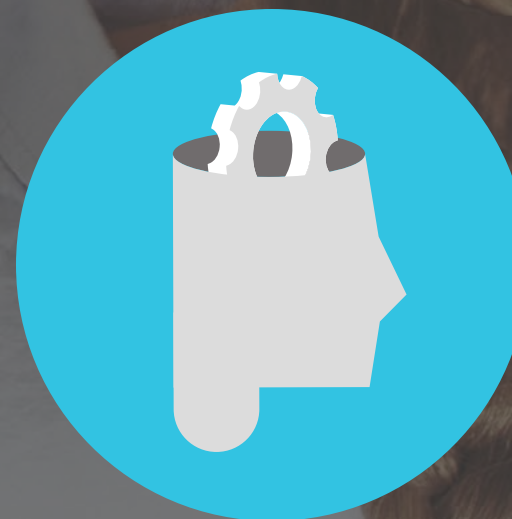
You will be asking yourself lots of questions at the moment. Reflection has always been an essential ingredient of sustainable and successful leadership, leading to understanding the 'why' and 'how'. When things are in BAU mode, these are often hidden. When crisis hits, knowing our 'why' and 'how' is vital and reflective questioning helps us find them.



Some in your team may be waiting for things to return to the way they were before, to get back to 'normal' and the 'to do' list. But it's a different normal and a new list. You are leading people through the discomfort into what is possible and better.



Models of change broadly go through a cycle of resistance followed by levels of acceptance and successful adaptation. We have mapped a change cycle with reflective questions at the different stages. They may not be exactly the right questions for you, but if you can give yourself time with them, you will know the right ones for you and your teams to consider.



When you have questions and thoughts to share, you could move it out into your team to use as a thinking tool.







# Redeploy

**Shock, Loss, Uncertainty. Businesses closing, air of unreality, organising for change.**

A frantic and uncertain time as people left their offices, taking laptops and files and moving their work to their home. Some had spaces already set up, others took over the dining room table, a space in a bedroom, an attic. Cameras were set for conferencing and work resumed, sometimes with the assistance of children and pets. The initial adrenaline of crisis and novelty were replaced by the reality of deadlines and workflow in lockdown.

Although this time has passed,  
a few questions to reflect:



- What emotions did you notice in yourself over those days?
- Where was your attention?
- Were there differences in how your team members responded?
- What was your biggest concern and what was the outcome?

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# Lockdown

## Merging of work and home and moving from fear to resourcefulness

### Unify around Purpose: Communicate & Clarify: Imagining & Planning Future

The majority of people have had to insert their worklife into the heart of their homelife, at the same time that their homelife is undergoing upheaval. There is an inequality of experience at this point, which may reverberate for some time. A range of life-stages, living arrangements, relationships, dependencies and interdependencies, will be supporting or draining you and your team. Everyone will be affected in different ways and not always visibly. Leaders need to take care of themselves so they can remain clear-headed, calm and positive.

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## Questions to consider:

### Team



- What clarity can you create and provide?
- How do you stay connected with your team in a supportive and productive way?
- What are you learning as a leader, and as a team?
- What team behaviour do you want to hold on to and what do you want to let go of?

### Customers



- How do you stay connected with your customers and stakeholders?
- How well do you understand their current needs?
- How effectively are you communicating, knowing that thoughtful communication builds confidence?
- How are your customers experiencing you right now?

### Business



- Are the current priorities the right ones?
- How do strategic and business plans need to change?
- How can you formulate those changes and what support do you need?
- What might improve your management and decision-making processes?



# Emergence

## Moving out of Lockdown. Anticipation and Apprehension

### Finding optimism: Learning from Lockdown: Understanding inequality of experience

Happening in stages, people will find their way back tentatively. There will be relief and uncertainty and again, inequality of experience, as some businesses will have irrevocably changed, or been lost, while some will be largely as before. There may be anxiety about job security. Working landscapes will have changed with new social rituals of sanitizing and social distancing. With the possibility of re-contagion, there could be repeat phases of 'lockdown'. Leaders will need stamina and compassion.

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## Questions to consider:

### Team



- How do you set a focused and optimistic tone?
- How will you acknowledge the inequality of experience of the team and support those who need it?
- How do you manage your energy and theirs?
- How will you build on the positives of working through lockdown?

### Customers



- How are your customers and your stakeholders now?
- What do they need from you?
- What communication is needed and what are you saying?
- Are there new or different ways you can serve them?

### Business



- How is your organisation different now?
- How does it need to be?
- What are your key priorities now?
- What do you need, and from whom, to succeed?



# Push

## Pressure to Deliver, Productive & Pragmatic

### Reviewing and Recommitting to Purpose: Replenishing Resources: Manage Energy

As businesses regain their footing and confidence, there will be a push to reclaim lost ground. There will be a sense of recovery and renewal and perhaps a remaining awareness of fragility informing decision making. Some businesses will reconfigure to meet new market needs, with consequent opportunities for some. All businesses will need to look at their 'why' and 'how' and either recommit to their original purpose with fresh energy or reshape it to match their current thinking. Leaders will need energy and optimism.

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## Questions to consider:

### Team



- How are confidence, energy and productivity levels?
- What are you noticing that is working well?
- Is there anything else you can do to increase effectiveness?
- Are there any changes you need to make in the team or in how it's working?

### Customers



- How are your customers? (a short question that needs a long answer!)
- Have their needs changed?
- How are they experiencing you now?
- Can you improve, in any way, on your support/delivery for them?

### Business



- How do you ensure you are busy doing the right things?
- How can you continuously refresh your strategic thinking?
- How have you embraced digital enablement?
- How can you find and pursue new possibilities while doing the urgent and necessary?



# Flow

# Flourishing in New Reality

# Purposeful and Balanced: Energy of New Reality: Delivering Results: Engage the Team

A new reality will be established, founded on the opportunities and experience of a 21st century global pandemic. Losses will have been absorbed into the commercial fabric, work practices and market expectations will have settled into new spaces and commercial activity will flow, some as before and some very differently. Technology may have become a greater enabler and environmental issues of greater concern. Leaders will need flexible and connected thinking.

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## Questions to consider:

### Team



- Have you got the best people for what you need to do?
- How is the team, and how can it improve?
- What new leaders have emerged?
- How can you support their growth?

### Customers



- How well do you understand your clients' current and emerging needs?
- How close are you to them?
- Are there new or better ways you could serve them?
- How can you identify new clients for your offering?

### Business



- How are you leveraging business opportunities?
- What additional supports do you need to put in place?
- How has your business changed and what more can you do?
- How are you optimising agility, flexibility and digital enablement?



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