

This learning guide belongs to _____



**Making Lives Better
By Building Better
Leaders**

www.StevenArmstrong.ca

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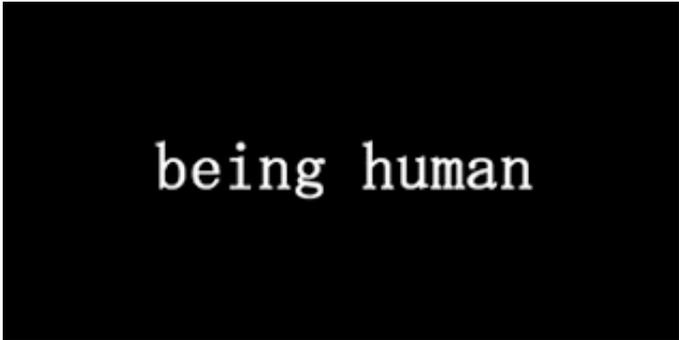
***Leadership in Times of Crisis for HR
Professionals*** ©

“For most people, leadership is not a natural talent
– it is a learned art.”

With

Steve Armstrong

www.StevenArmstrong.ca



Be Exceedingly Human

Build Trust

- _____ now
- Be _____
- Push _____
- _____ credible sites and sources

Manage Fear

- Fear is _____.
- _____ it and _____ with it
- Failure can result in _____
- Identify, contain and overcome _____



Be Persistent & Lean into Your People

Keep Your People Informed

Tell Them:

- Where to _____
- What to _____
- _____ to be safe

Listen & Respond

- Monitor _____
- _____ conversationally
- Correct _____ & _____ to rumors
 - What are people _____ for

Connect

- Get _____
- Talk to your team everyday
- Check _____ & _____ with people
- Separate meetings by _____ & _____
- Look for what your people need



Be Creative

Coming Out the Other Side

- Double down on _____
- Get the team to solve your problems
- Only the healthiest organizations will _____

Zero Based Planning - Team

- What have you _____ to be?
 - Picture starting over
 - What is working _____ during COVID?
- How can you increase responsibility & accountability?
 - What can you _____?
 - How will you know

Appoint A Re-Entry Lead & Team

- Establish principals to probe, & respond as the things changes
 - _____ strategy
 - health & _____
 - _____ & people
- Publish response time frames



YOUR Role

1. Trade comfort for future success
2. Run _____ meetings
3. Take _____ to developing leaders
4. Not the time to keep your head down
5. Approach hard truths with _____ & with _____
6. Be the CRO (Chief _____ Officer)

4 Things You Need To Do Before The Next Crisis “Nobody Saw Coming”

As we navigate one of the biggest global crises many of us will ever experience in our lifetime, people around the world are in a state of what’s known as crisis management. While managing crises seems like an effective solution, it just means we’re in a constant state of doing the bare minimum to keep our head above water.

Of course, some crises are out of our control. But what we DO have control over is taking steps to be prepared (physically, mentally, financially, emotionally, and so on) for whatever life throws our way. We can also be proactive in dealing with problems as we encounter them.

What is crisis management?

Crisis management happens when you’re too busy dealing with the problem at hand so small emergencies grow into large problems or crises. We become overwhelmed rather than investing time and resources into long-term solutions...Solutions that could prevent the crisis from occurring in the first place.

If you’re constantly in a state of crisis management, chances are your productivity is almost nil. And your nerves are likely shot.

I heard from a reader who was struggling with crises or emergencies that continually get in the way of their priorities. Now, I’m not 100% sure what’s going on in this person’s life. But if crises and emergencies are routine, then they aren’t crises and emergencies...They’re normal life for that person.

It reminds me of an old story about a suitcase manufacturer based in Montreal.

They made beautiful, high-quality suitcases that people might have used during the glory days of plying the seas via ocean liner. Sadly, they were slowly going out of business. People were no longer sailing. Instead, they were flying and required smaller suitcases.

When asked why this company didn’t start making small suitcases, they responded resolutely that they “couldn’t switch over because they were too busy making large ones!”

The suitcase company was in a state of crisis management. So, what can be done to put an end to crisis management and deal with problems as they come our way?

By the way, don’t miss this post where I share the three things you need to lead through a crisis.

Got a problem? Fix it NOW!

If you’re going to put an end to crisis management, you’ve got to get out in front of the problems. You need to stop them before they occur.

It’s not that small business owners and non-profit leaders DON’T want to nip problems in the bud. But doing so requires the two precious commodities we’re usually short on, time and money.

4 Things You Need To Do Before The Next Crisis “Nobody Saw Coming” Cont’d

And since there are always more tasks than people to do them, it’s easy to see why crisis management is a problem.

Or why during a crisis we just keep making large suitcases instead of biting the bullet and switching over to what our customers want.

When you’re fighting for your life, the urge to stay with what you know and where you are comfortable is natural and completely understandable.

You begin to feel like you’re sinking. Your perspective is diminished. Short-term survival instincts kick in.

You can’t manage if you’re always in a crisis.

If you’re dealing with competing priorities, it can turn into a form of crisis management. [Click here](#) for some actionable steps for dealing with competing priorities.

How to eliminate crisis management

You didn’t get to where you are all at once. You did it one small step at a time.

So you shouldn’t be surprised when I tell you that it’s the same as eliminating crisis management.

Here are some steps to consider:

Where did it start? The next time you’re faced with a problem, ask yourself and the people around you where it began. Find the true cause of the problem. Even if you don’t have the time or resources to fix the fundamental cause of the problem, just by identifying it, you’ve made progress in eliminating crisis management in your organization.

What are the quick wins? There probably are many problems that can be fixed by making small changes.

Are there sacred cows? These issues sound like, “We’ve always done it that way.”

What is your collective intellectual horsepower? Ask your staff, Board, or a mentor for their thoughts and suggestions for improving the organization.

Like the suitcase company, if you’re too busy dealing with the crisis to fix the causes, you’ll be stuck with a failing enterprise.

Only by fearlessly shining a light on what’s going on in your company will allow you to identify – then fix – your problems.



Making Lives Better By Building Better Leaders

Steve Armstrong is a Calgary based speaker, educator & consultant and expert at developing followers into leaders and building dedicated, loyal, and remarkable teams.

Through the lessons learned from 35 years as a leader, soldier, and humanitarian Steve has honed his insights and leadership skills and his unique ability to inspire and teach others to lead.

He is one of only a handful of people in Canada who has led teams responding to and maintained complex business continuity for the following:

- Leading combat soldiers in operations
- 2016 Fort McMurray Fires
- The 2013 Alberta Floods
- The 2011 Slave Lake Fires
- 2004 Tsunami
- SARS
- The 2003 Blackout
- The 2003 British Columbia firestorms
- Sept 11 Terrorist Attacks

Steve has a Masters Degree in Public Policy & Management and lives in Calgary with his patient and understanding wife Debra.

Contact Steve to discuss working with your people to *lead from the front!*

Participant Satisfaction Report

You've just heard from me; now I'd like to hear from you. Evaluation is the "genius" of growth - and I sincerely value your comments about this presentation, so that I can improve in the future. Thank you.

1. Because of my time with Steve, I will start doing:

2. What I will tell others about the value of the content Steve presented:

O.K. to quote me: YES NO

3. On a scale of 1 - 5, this presentation: **(Met My Expectations)** 5 4 3 2 1 **(Did Not)**

I want Steve's FREE resources (Please Circle):

Yes Steve's Leadership and Webinars Series

Yes A digital copy of this PowerPoint

Yes A copy of Steve's e-book "You can't Lead from Behind: What I Learned in Combat About Leadership, People and Profit"

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