

8 LEADERSHIP HABITS FOR COMPLEX TIMES

01

LISTEN TO WHAT PEOPLE ARE SAYING AND NOT SAYING

Check-in regularly with your team to find out what they are thinking and feeling in this time of ambiguity. It's important for you to tune-in to what their concerns or anxieties are and what they may need from you. Engage in dialogue – whether this is light and humorous or deep and raw. Show your team you are here for them and offer your support.

02

FOCUS YOUR TEAM ON PRIORITIES

Communicate a compelling purpose and ensure people know their priorities. The news, our family and emails are all very good at distracting us! Don't interrupt your work to answer every email – and ensure they don't as well. Research shows that's how our productivity drops!

03

COMMUNICATE FREQUENTLY AND HONESTLY

Keep your team informed during this time. Share what you know and be transparent about what you don't know. But don't overdo it. It's important to be connected – and it's EQUALLY as important for you – and your team – to have mental breaks! Don't expect people to be available 24/7. You need a break to recharge, as does your team. Most meetings don't need to be over 2 hours. Use your professional judgement.

Topics to discuss with your team include:

- What do you know and what can you share?
- What don't you know?
- What do you think about the current circumstances?
- What are you doing to make things better?
- What do you need from them?

Inject your personality into your communications. Be warm, honest, and offer your continued support.

04

CREATE A COMMUNITY OF SHARED UNDERSTANDING

Show how human your are. Put yourself in your team's shoes and think about what is on their minds. Think about their concerns, not just professionally, but also personally. You may want to solve all their problems but the reality is you can't. Even when you don't have all the answers, listen and show empathy. This will still help them move down the path of change. Feel free to share your own thoughts about what's going on. It will help build connection with with your team and build your own resilience.

05

MODEL WHAT YOU WOULD LIKE TO SEE FROM YOUR TEAM

You are experiencing all of the thoughts and feelings that come with a time which is ambiguous and constantly evolving. Be self-aware about your own worries and limiting thoughts to make room for new ideas, ways to work, and hold yourself to the same expectations that you have for your team.

06

SCAN FOR OPPORTUNITIES

Encourage your teams to look for opportunities to do things differently. If they see a process or gap that needs improvement, challenge them to raise this and do something about it.

07

MAKE DECISIONS

Your team is looking to you to make decisions. Not everything needs to be done by consensus. Take action and make decisions even when you don't feel you have all the information. Gather the best data available to you, consult appropriately and move forward. Have you ever said "I wish someone would make a decision?" Well that just might be you!

08

BE PREPARED TO BE UNPREPARED

Be open to living in ambiguity. Realistically manage your expectations. There are positives and negatives to every situation. The ability to embrace these contradictions will enable you to be more resilient.

REFERENCES AND FURTHER READING:

<https://thriveglobal.com/stories/5-tips-for-successful-leadership-during-ambiguous-times/>

<https://www.peoplemanagement.co.uk/voices/comment/guide-employees-through-multiple-changes>

<https://www.fastcompany.com/40495919/the-emotionally-intelligent-managers-guide-to-leading-remote-teams>

<https://hbr.org/podcast/2018/10/remote-workers.html>

<https://www.forbes.com/sites/margiewarrell/2020/03/08/leading-through-coronavirus-how-those-in-charge-can-navigate-the-uncertainty-with-calm--courage/#c5ac98704bf5>

<https://www.forbes.com/sites/forbescoachescouncil/2018/05/30/top-15-tips-to-effectively-manage-remote-employees/#10bb4a29503c>

