

Leading with Values in Times of Crisis

9 Lessons



ACC Against COVID 19

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Integrity
is choosing your
thoughts and actions
based on values rather
than personal gain.





LEAD WITH VALUES

- Unprecedented **COVID 19**
- **Challenge** governments, businesses, and other organizations face
- **Balance** *social responsibility* and eliminating public health risk against *competing obligations*



BUSINESSES

- Consider **obligations** to owners, employees, and customers
- **Support:**
- *Those on front lines of responding to crisis*
- *Those suffering from it*

ORGANIZATIONS

- Preserve and maintain **integrity**
- **Adjust** to new operating environments
- **Prepare** for **what may be next**
- Maintain **culture** in face of *sudden, unexpected, and unprecedented* **threats**
- **9 Issues**



1. KNOW YOUR VALUES

- Know organizational **culture, values, and priorities**
- Maintaining **collaborative** work culture



2. EMBRACE YOUR CULTURE



- Crisis time to **embrace** not **abandon** culture
- Opened **decision-making** broadly
- Drawing upon **experience, insights,** and expertise
- Invaluable **knowledge, skills,** and **experience** reside anywhere in organization



3. ASSESS YOUR SITUATION

- **Assess** what we had
- What we need (gap analysis)
- **How** to get **where** we need to be



4. GET AHEAD OF THE CURVE

- Identify **threat**
- **Act** quickly and decisively

5. COMMUNICATE

- **Gossip** fastest form of **communication**
- **Accelerate** in crisis
- Management send **frequent** messages
- Share what it **knows**, what it **does not know**, and what its **plans** are
- Messages kept employees **ahead** of information curve



5. COMMUNICATE

- **Share and reinforce** management's message
- Clarify **confusion**
- Quell **unfounded rumours**
- Keep **everyone informed**

6. LISTEN

- Communication **two-way street**
- Management solicit **feedback**
- **Assure** constituencies, owners, employees, clients and other third-party stakeholders
- Their **needs** and **interests** inform decision-making



7. DON'T LOSE SIGHT OF MISSION



- Purpose of **crisis management** to **survive**
- Overwhelm **operating systems**
- Distinguish **immediate** from **important**
- Ability to **prioritize** essential

8. BE COMPASSIONATE

- Crises induce **stress**
- People **respond** differently
- Submit to **weakness, doubts, or anxiety**
- Encourage personnel to communicate **needs**
- **Give support**

9. PLAN FOR WHAT'S NEXT

- Eventually COVID 19 will pass
- **New normal** in Post-COVID 19

9 LESSONS

- **“Don’t let the perfect be the enemy of the good.”**
- Crises force **action** in face of *limited* and *imperfect information*
- Easy to **mistake** *meetings* and *deliberation* for **action**

9 LESSONS

- Don't fall victim to **paralysis by analysis**
- *Make the **best decision** you can*
- *On the **best information** you have*
- *In the **time you have to act***
- Defend **integrity** from threats posed by current health and economic crisis

Integrity is telling
myself the truth.

And honesty is telling the
truth to other people.

Spencer Johnson