



stefanie krielevins

How to be the Leader Your FEC Needs Today

Agenda

- Introductions and check in
- The pain of VUCA right now
- What your FEC needs during each phase of disaster recovery
- How to maintain confidence, resiliency, and focus during a difficult time
- Tools for running better meetings to get the most from your team now
- Action planning



What has been
the most
surprising to
learn during
this disaster?

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Our Agreements

- Turn off/silence all other tech
- Focus on this work and your learning
- Suspend judgment of yourself and others



About Me



COVID-19: The Ultimate Hot Mess

Volatility	<ul style="list-style-type: none">• This is impacting the economy in inconsistent ways.• It seems the stay-at-home orders will never end.
Uncertainty	<ul style="list-style-type: none">• There are no concrete transition plans for re-opening the economy.• We're not sure who to trust for information.• We don't know how many of our customers will come back.
Complexity	<ul style="list-style-type: none">• Your spaces are designed for bringing people together, not social distancing.• If you have a presence in multiple states, you have multiple scenarios to plan for.
Ambiguity	<ul style="list-style-type: none">• There's very little precedent for how to deal with this.• We don't know how this disease will evolve or return.

The 4 Phases of Disaster/Emergency Management



**Source: Restore Your Economy,
<https://restoreyoureconomy.org/index.php?src=gendocs&ref=362&category=Main>

3. Response

- Triage the most pressing issues, including your team's emotional health
- Communicate regularly with your key constituencies, both internal and external
- Implement your Business Continuity Plan and Crisis Communication Plan
- Analyze budget implications and create contingency plans
- Reconfigure staffing needs
- Observe where the disaster reveals weaknesses in your organization and begin prioritizing how to fix them in the future

4. Recovery

- Rebuild your business model and staffing to evaluate what is possible in this new environment
- Adapt strategic plan as needed
- Address the organizational weaknesses revealed during the crisis. Identify new areas for investment and divestment.
- Create transition plans for the new normal for all stakeholders
- Acknowledge and manage the ongoing stress and trauma for all stakeholders
- Emerge from triage decision-making and make better long-term decisions

1. Mitigation

- Create a risk management team including your human resources and finance experts.
- Designate a coordinator of the effort
- Create a Business Continuity Plan (BCP) to determine how you will adapt during a time of crisis
- Create a media strategy to communicate with your various stakeholders in times of disrupted or changed service
- Determine your best sources of information in times of crisis and establish communications channels

2. Preparedness

- Institute remote/work from home days to periodically test IT capabilities
- Periodically review insurance policies to make certain what is covered and make adjustments as needed
- Stress test your plans: IT, active shooter drills, finances, etc.
- Run scenario planning workshops for disaster and emergency possibilities

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“This is the ultimate test of your leadership and an opportunity for you to show your employees what you’re made of.”

— Paul Argenti

Grow Your Resiliency and Focus as a Leader

- Rely on your own personal leadership style to maintain confidence.
- Know and live out your values consistently. This creates calm and stability for your team.
- Communicate pragmatism and hope.
- Use the 90-day sprint to remain nimble and engagement your team.
- Take care of your own emotional, physical, spiritual needs and ask your team to do the same for themselves.
- Ask for high expectations in the most critical parts of the business



Use healthy conflict to get the most from your team now



What you (want to) see

What you need
to explore: where the most
conflict and opportunity are

Use Meetings to Drive Change Now



What to do before: prepare for the meeting

- Set the purpose, expectations, and timing for meetings – 1 to 2 hours max
- Create an outcome-based and time-constrained agenda for the critical decisions
- Use a consent agenda for information sharing

Leverage Virtual Board Meetings to Drive Change

What to do during: facilitate the meeting

- Set ground rules for engagement, not just attendance
- Every action has a person responsible and deadline
- Draw everyone into the conversation – pay attention to who is not contributing
- Clarify commitment, not seek consensus
- Rotate the assigned roles:
- Report out on decisions made and action steps
- Determine intervals for benchmarks and feedback
- Set next meeting



Leverage Team Meetings to Drive Change



What to do after: how to move forward

- Create a bulletin board for the project: capture action steps, assignment, and deadlines in a common place and send to the group
- Squelch the meetings after the meetings (i.e. gossip)
- Do not revisit decisions (unless something truly new emerges)
- Assess technology

Questions or Comments

- What was most useful or most valuable for you?

THANK YOU!

stefanie@stefaniekrievins.com

317.506.9668