

# Leading IN DIFFICULT TIMES



When the pressure mounts or a crisis occurs, it can be challenging to bring your best self to the situation. Now is the time to lean into the Common Language of Leadership (CLL) practices that will help you lead your team through the difficult times. Look for warning signs that may indicate a need to focus on a specific practice and be deliberate in what you do to build it up in the moment.

For an expanded set of actions and resources, visit [Leading in Difficult Times on Hub Connect](#) (network access required).

PRACTICE	WARNING SIGNS	RESOURCES
<div data-bbox="82 646 313 877" style="background-color: #0070C0; color: white; padding: 20px; text-align: center;"> <p>Self- Management</p> </div>	<ul style="list-style-type: none"> <li>• Are you being impatient or dismissive?</li> <li>• Are you rejecting or dismissing critical feedback – or maybe not even open to it in the first place?</li> <li>• Are you taking the same approach with everyone and not adapting to diverse needs?</li> <li>• Are you being emotionally triggered by something and overacting because of it?</li> </ul>	<p><a href="#">Coronavirus Anxiety: Coping with Stress, Fear, and Uncertainty</a></p> <p><a href="#">Relaxation Techniques for Stress Relief</a></p> <p><a href="#">Managing the Stress and Uncertainty of Coronavirus</a> (Podcast)</p>
<div data-bbox="82 1003 313 1234" style="background-color: #0070C0; color: white; padding: 20px; text-align: center;"> <p>Uncertainty &amp; Ambiguity Comfort</p> </div>	<ul style="list-style-type: none"> <li>• Are you and your team delaying important decisions because you're needing to "nail everything down"?</li> <li>• Are your conversations (and that of your team) overly focused on the worries and anxiety of the current time?</li> <li>• Are you doubting your capabilities and finding your decisions are degraded because of the uncertainty and ambiguity?</li> <li>• Is your direction to the team vague and/or imprecise?</li> <li>• Are you pushing forward and not taking the appropriate amount of time to acknowledge the current situation and how individuals on your team are feeling?</li> </ul>	<p><a href="#">How to Lead Through a Crisis</a></p> <p><a href="#">How a Good Leader Reacts to a Crisis</a></p>
<div data-bbox="82 1360 313 1591" style="background-color: #0070C0; color: white; padding: 20px; text-align: center;"> <p>Resilience &amp; Resourcefulness</p> </div>	<ul style="list-style-type: none"> <li>• Are you focusing on self-defeating criticism and blame?</li> <li>• Do you find yourself being overly pessimistic, fixating on feelings of "can't win" and "nowhere to turn"?</li> <li>• Are you/your team spending too much time spinning around things beyond your control rather than creatively approaching the situation?</li> <li>• Are you waiting for direction rather than working on what you can be doing?</li> </ul>	<p><a href="#">Leadership Resiliency: Handling Stress, Uncertainty, and Setbacks</a></p> <p><a href="#">Reframing Your Thinking</a></p>
<div data-bbox="82 1707 313 1938" style="background-color: #0070C0; color: white; padding: 20px; text-align: center;"> <p>Self- Confidence</p> </div>	<ul style="list-style-type: none"> <li>• Are you defensive in the face of candid and critical feedback?</li> <li>• Are you ignoring critical feedback?</li> <li>• Are you focusing too much on tasks and challenges that are easy wins and not digging into the more challenging ones?</li> <li>• Do you overstate accomplishments?</li> <li>• Are you confronting problems with pessimism?</li> <li>• Are you fixated on what you could have done better and not giving yourself grace?</li> </ul>	<p><a href="#">John C. Maxwell: How to Be Confident in a Crisis</a></p> <p><a href="#">10 Steps to Effective Coronavirus Leadership</a></p>

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<p>Conflict Management &amp; Agility</p>	<ul style="list-style-type: none"> <li>• Are you avoiding situations, meetings, and/or people where you know there will be potential conflict?</li> <li>• Are you rushing to resolve conflict because you're uncomfortable with it?</li> <li>• Does your team avoid sharing new, or even controversial ideas (thereby limiting innovation) because there's not a safe environment in which to do so?</li> </ul>	<p><a href="#">Six Tips for Leading Through Conflict</a></p> <p><a href="#">Conflict Resolution in the Workplace Starts with Leadership</a></p>
<p>Motivating &amp; Influencing</p>	<ul style="list-style-type: none"> <li>• Is there lack of alignment inside your team(s) about what needs to be done and why?</li> <li>• Is there unresolved conflict between team members because of differing perspectives on what is expected?</li> <li>• Are your efforts to clearly communicate not motivating or influencing people in the way you had hoped? (<i>hint: it might be time to focus on motivating on an emotional level</i>)</li> <li>• Are you using the same information and approach to motivate and influence different individuals and teams?</li> </ul>	<p><a href="#">Mission First, People Always</a></p> <p><a href="#">Clarifying Values: The Critical First Step in Crisis Leadership</a></p>
<p>Managing Teams</p>	<ul style="list-style-type: none"> <li>• Are you disproportionately managing fires rather than leading the work of the team?</li> <li>• Is the team misaligned on what currently needs to be done and why?</li> <li>• Are you inadvertently shutting down diverse thinking or ideas?</li> <li>• Are you avoiding communicating because of the current uncertainty and ambiguity?</li> <li>• Are you avoiding talking to individuals on the team about how they're personally feeling about the current situation?</li> </ul>	<p><a href="#">4 Steps for Managing a Team During a Crisis</a></p> <p><a href="#">How to Communicate Effectively During a Crisis</a></p>
<p>Problem Analysis</p>	<ul style="list-style-type: none"> <li>• Are meetings to discuss problems starting with solutions?</li> <li>• Are emotions and feelings being presented as facts?</li> <li>• Are current stress levels causing diminished capacity in your (or your team's) ability to analyze problems?</li> <li>• Are diverse perspectives and feedback on problem analysis and potential solutions not being sought out nor explored when raised?</li> </ul>	<p><a href="#">Five Steps to Solving the Problems with Your Problem Solving</a></p> <p><a href="#">Root Cause Analysis</a></p>
<p>Critical Thinking</p>	<ul style="list-style-type: none"> <li>• Are you making decisions without adequate data gathering (balancing necessary timeframes) or sufficient analysis?</li> <li>• Are you jumping to solutions without considering multiple connections, possibilities and/or scenarios?</li> <li>• Are you considering all data points as equally critical to the decision, instead of focusing on key criteria?</li> <li>• Are you postponing critical decisions as you wait for more data and do more analysis?</li> <li>• Are you isolating yourself and ignoring diverse perspectives?</li> </ul>	<p><a href="#">Critical Thinking</a></p> <p><a href="#">5 Tips to Improve Your Critical Thinking</a> (TED Talk)</p>