

# Leadership in the time of Crisis

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## I. How to keep people motivated and engaged



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Beck**  
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# Trilogy of webinars

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## Leadership in the time of Crisis

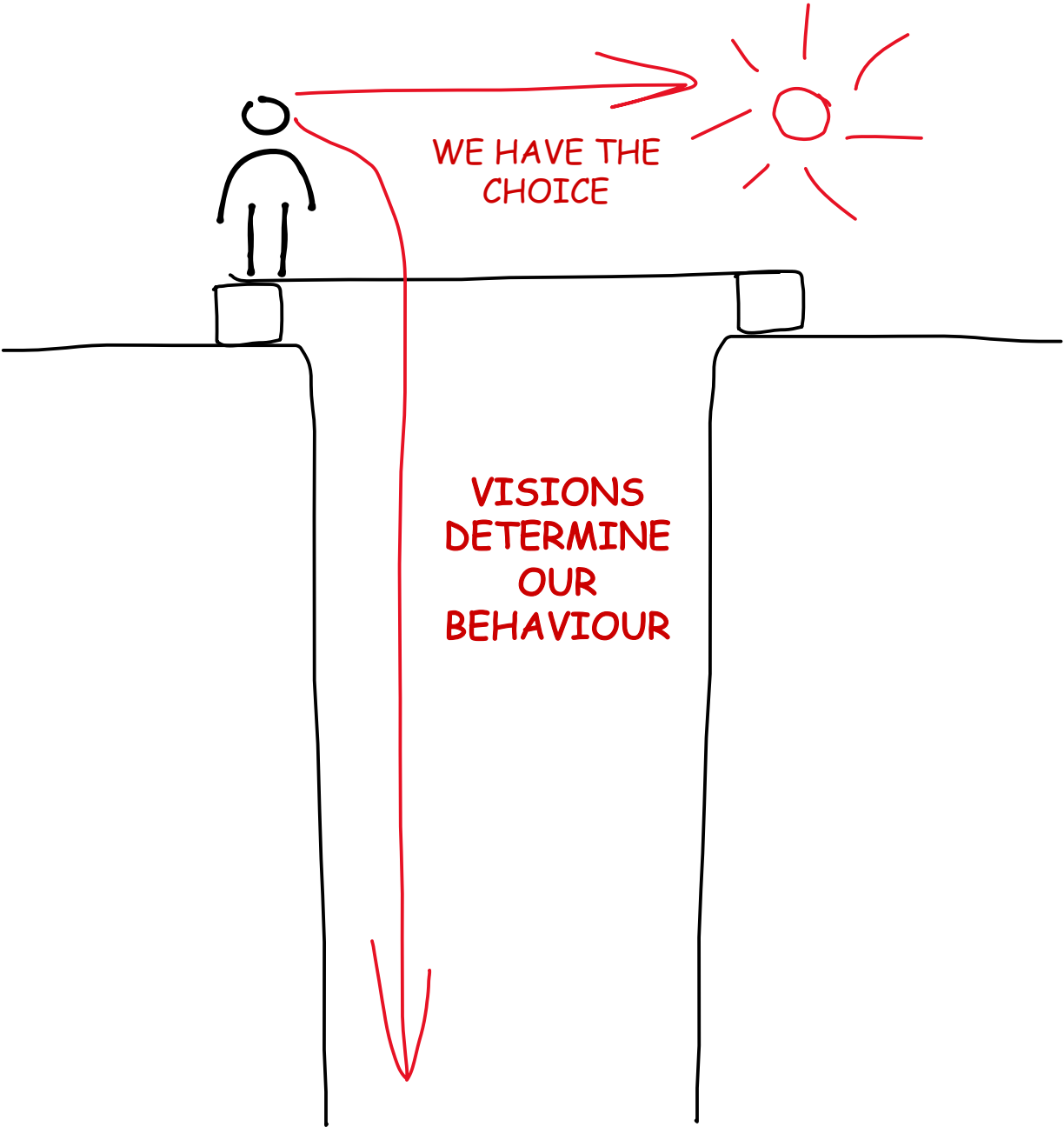
- **How to keep people motivated and engaged?**
- How to lead difficult discussions?  
(20. May 2020, 2 pm UAE time)
- What can Leaders do to balance between expectations and fear?  
(27. May 2020, 2 pm UAE time)



STRONG WILLPOWER

OR

IMAGINATION



# Human desire for...

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**Transparency**

**Guidance**

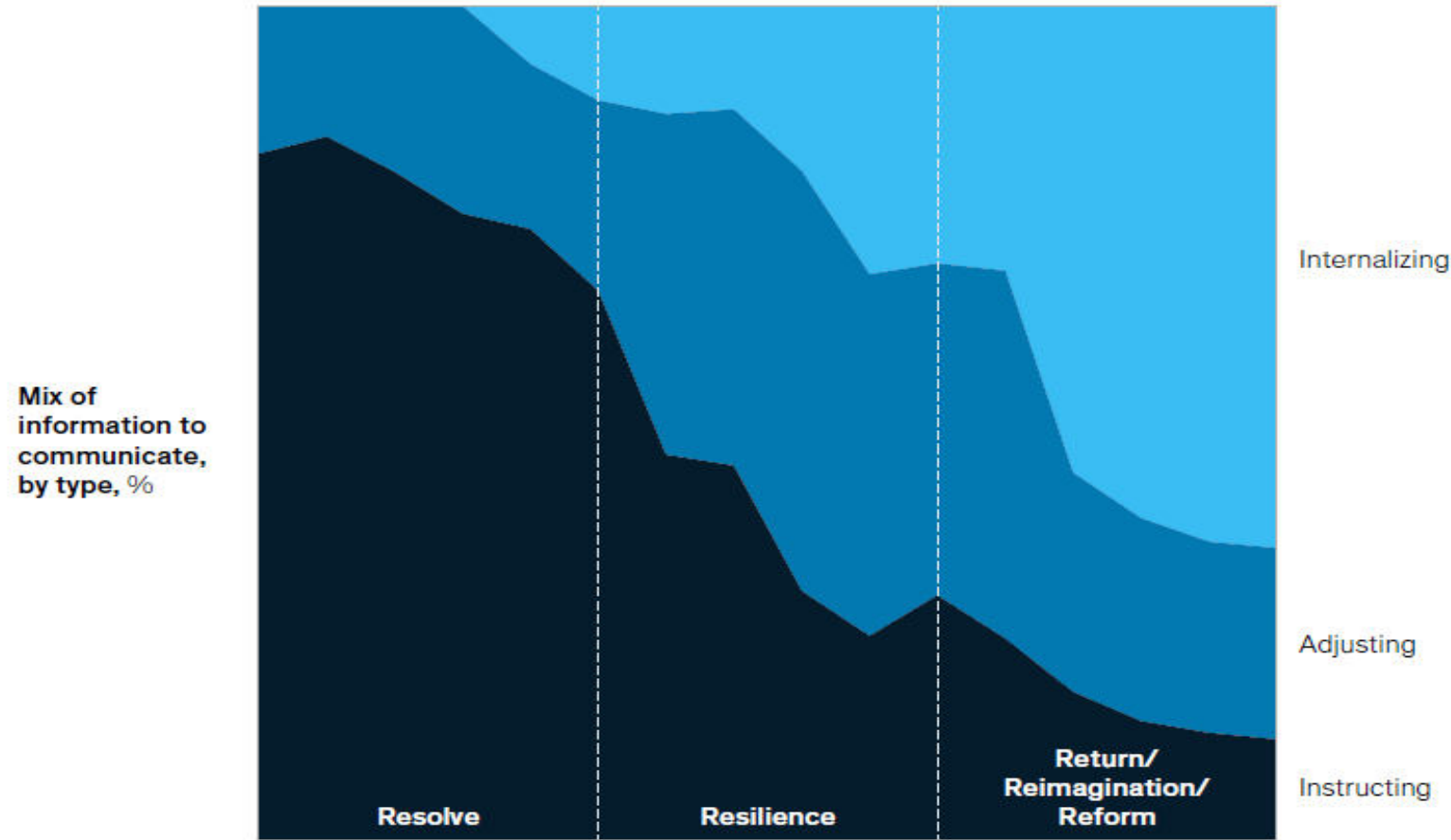
**Making sense**

Whole leaders use their “head, heart and guts” leading their team!



# Adjust your communication mix by your current crisis stage.

Crisis communication life cycle, illustrative



Employees are feeling

- Confused
- Anxious

- Uneasy
- Worn down

- Ready for change
- A sense of loss

What they need

- Facts, not speculation
- Clear instructions for how to protect their safety

- Clarity on longer-term plans
- Positive stories
- Chances to connect

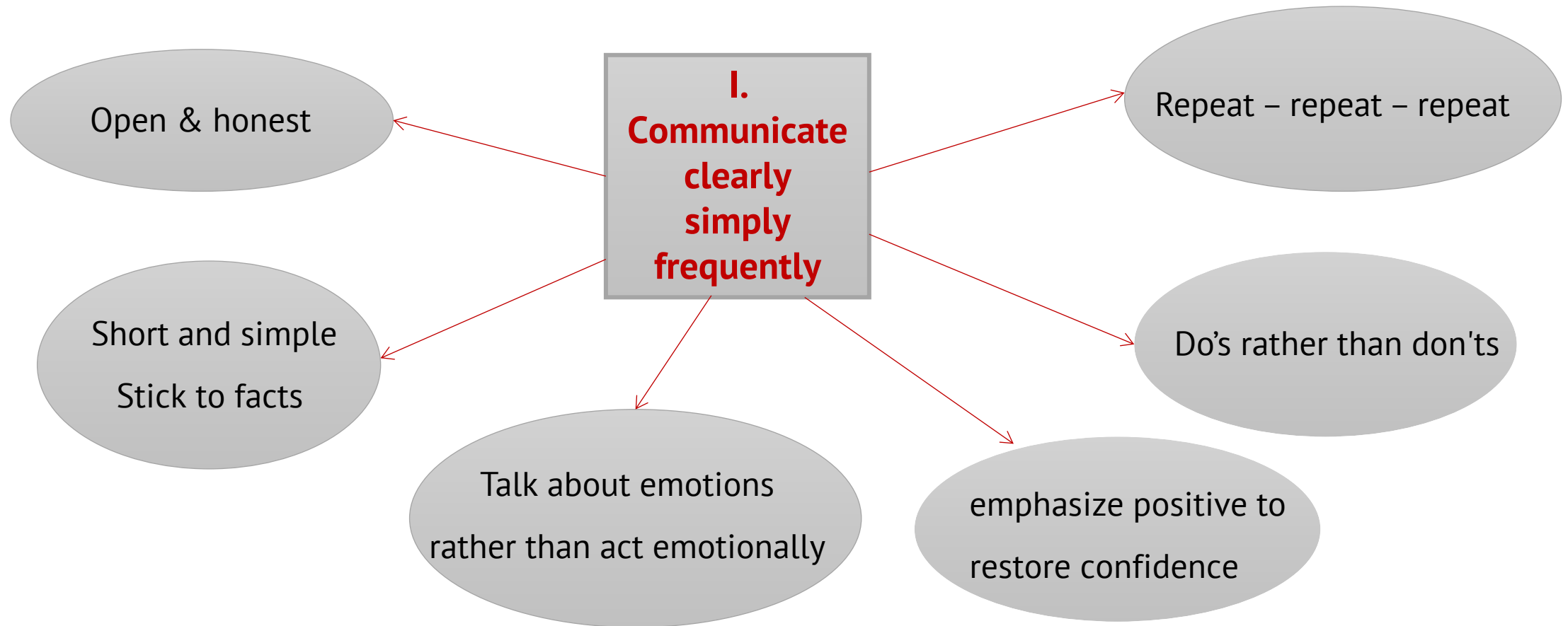
- A new vision for the future
- A chance to grieve

Source: McKinsey, April 2020



# Spend time with your people...

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*'When the eagles are silent, the parrots are chattering'. (Churchill)*



# What is the most important question we should ask ourselves before starting a productive day?

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- What I want to achieve?
- Whom to meet?
- Which tasks to accomplish?
- ...

Preparation is 90% of Success!

**WHY AM I ENJOYING MYSELF?**

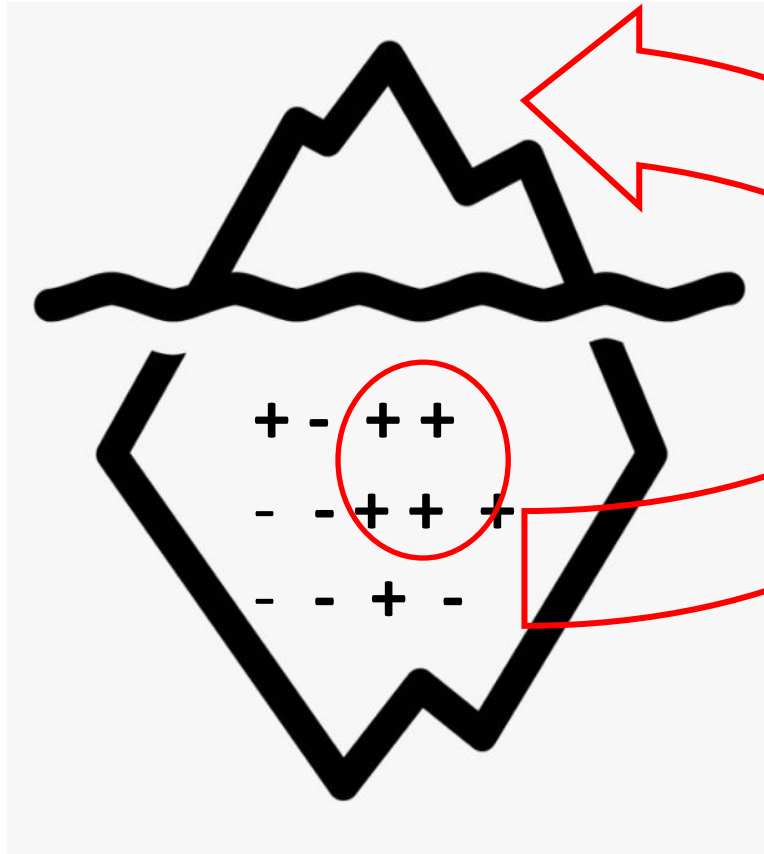
Key to energy!

Gratitude



# Why am I enjoying myself?

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**Visions determine our behavior!**

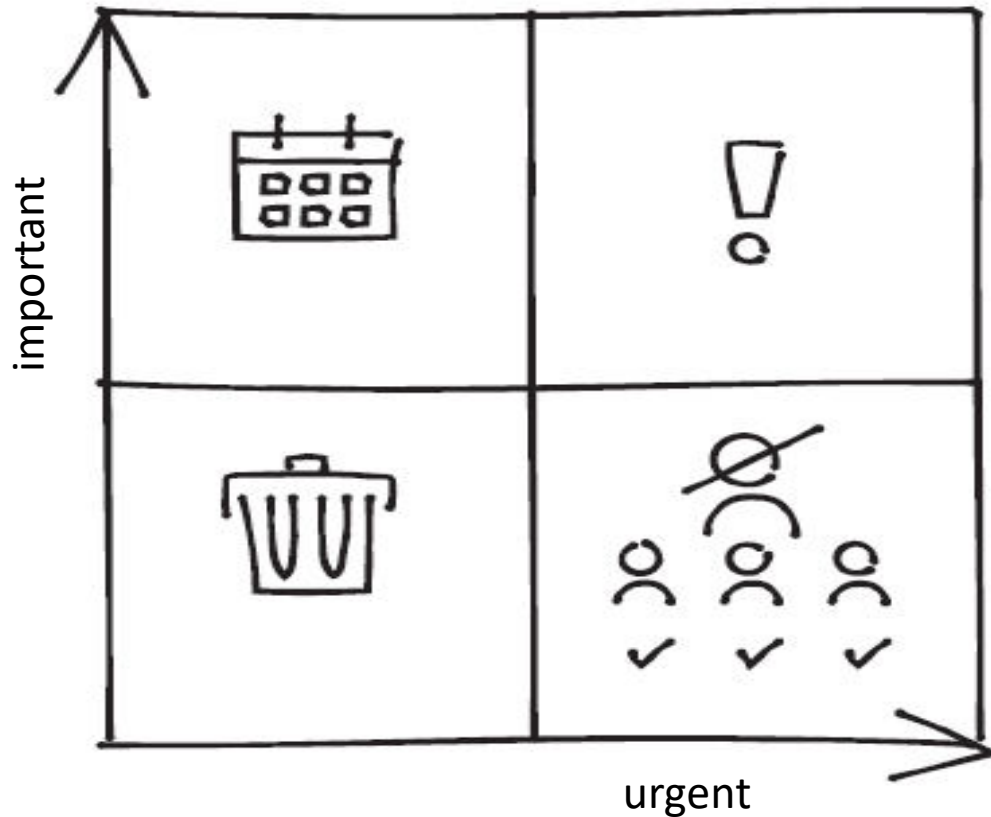




# Provide guidance

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## Eisenhower Cross



What are new priorities?

Why? What we want to achieve?

Time Management = **Choice Management**

People need

- **meaning**
- **purpose**
- **action**



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DAILY PLANNER  
DATE:

WHY AM I ENJOYING MYSELF?

- 1.
- 2.
- 3.

MY GOAL FOR TODAY?

1. DO IT NOW

2. SCHEDULE IT

3. DELEGATE

4. DON'T DO

WHAT DID I LEARN TODAY?

WHAT WILL I DO DIFFERENT TOMORROW?

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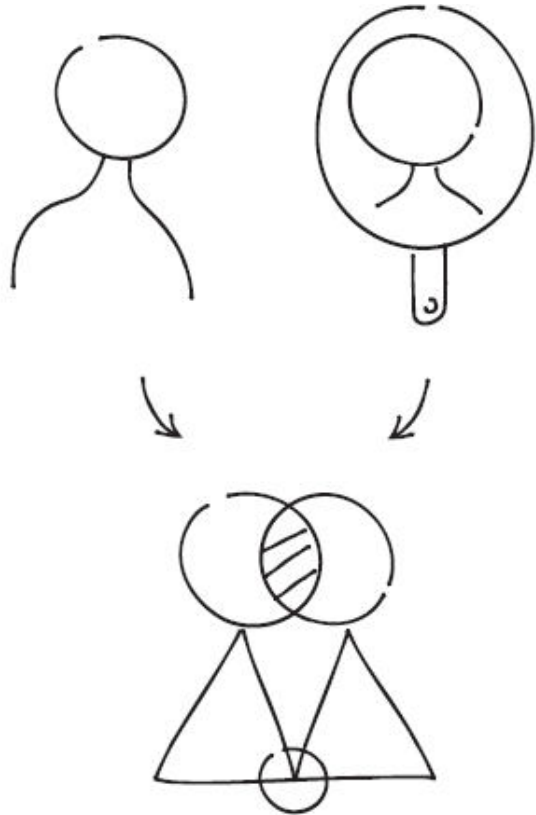
4. DON'T DO



# Take a personal interest in your people

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## Be a person first and a manager second - Indirect Feedback



Let them draw a picture of their daily situation

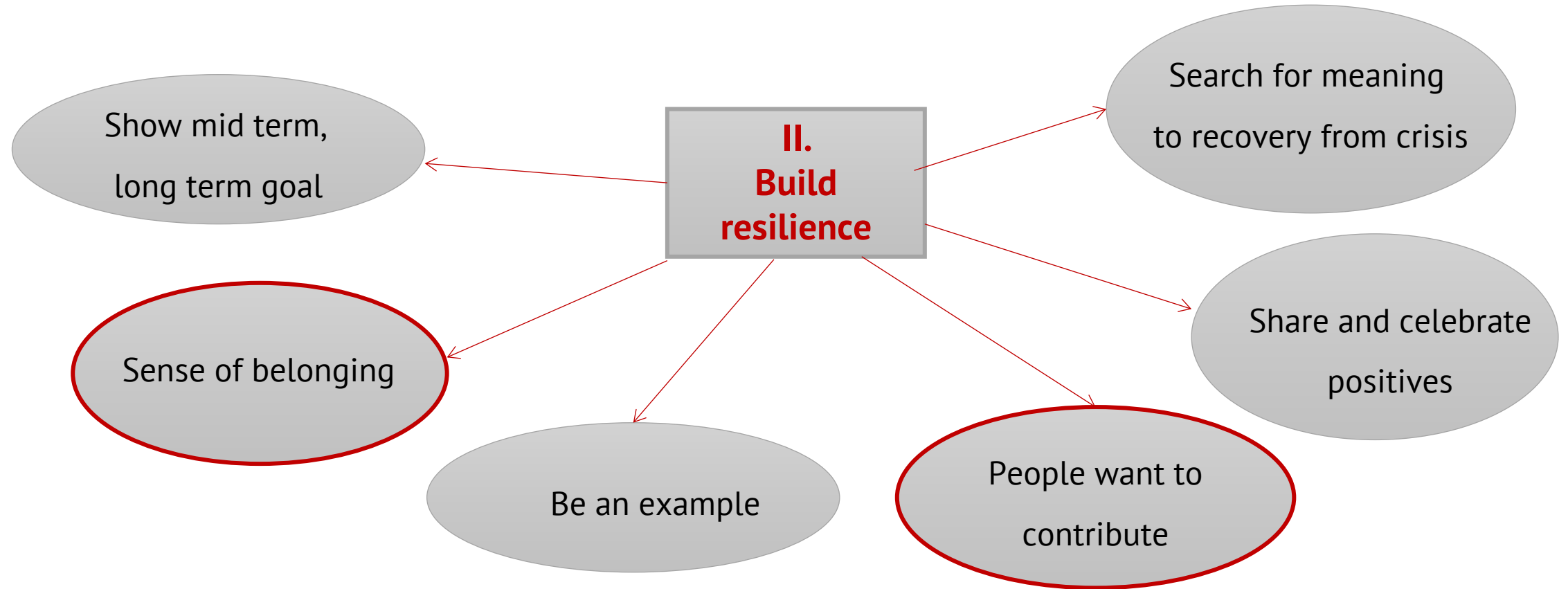
- How are you doing?
- What is going well?
- What are you proud of?
- What did you learn?
- What are your strengths?
- How else could you use your strength?
  
- What could have gone better?
- What do you want to change?

*“The act of communication is as important as the facts of communication.”*



# Spend time with your people...

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*"Everything you do during a crisis should be consistent with what the company stands for."*



# Sense of belonging

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# People want to contribute

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**Projects, tasks, initiatives long time pending in the company?**

- Give the outline
- Invite for contribution
- Recognize talents and skills
- Empower
- Acknowledge and praise



# Choose candor over charisma

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1. Who is your audience, what their needs, worries and concerns might be.
2. Have a well defined purpose, have a well defined objective.
3. Be aware of all the facts before you speak.
4. Use simple, but precise language.
5. Be sincere, speak from your heart.





“Crisis is a terrible  
thing to waste”

Paul Romer



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