

Leadership in Times of Stress

Series Session #2: Team-Leadership



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Team-Leadership: Leading Teams through Times of Stress

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On a scale of 1-10, how committed are you to being fully present today?

Engagement



We will invite you to come live and reflect throughout and will offer Q & A at the end as well.

Interaction



If you got exactly what you need from our webinar today, what would that be?

Outcome

Setting us up for Success



On the Agenda

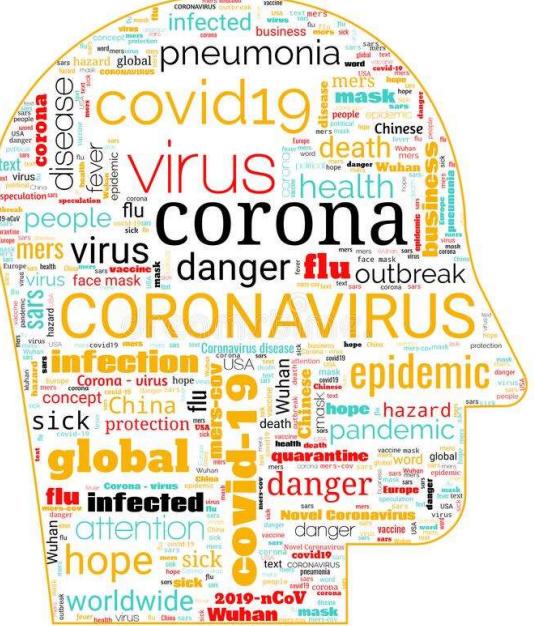
- Stress and Brain Science
- Problems vs. Worries
- Self-Care
- Inspiration
- Expectations
- Optimism
- Coaching
- Remote Meeting Tips
- Who do we want to be during Covid-19

Leading
Teams in
Times of
Stress



Brain Science

What's happening in my brain?



Brain Science

What is my brain causing to happen?

Fight | Flight

Sympathetic Response

Lack
Fear
Insecurity
Judgement
Comparison
Anxiety
Dis-Ease
Dis-Comfort
Contract
Decline
Lack of Focus



Rest | Repose

Para-sympathetic Response

Trust
Safety
Openness
Curiosity
Compassion
Love
Ease
Comfort
Healing
Growth
Expansion
Focus



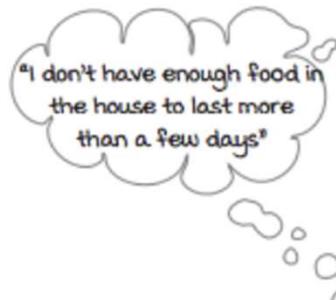
Adapted from The Brain Game, 2018 Conscious Entrepreneur Collective



Real Problems vs. Hypothetical Worries

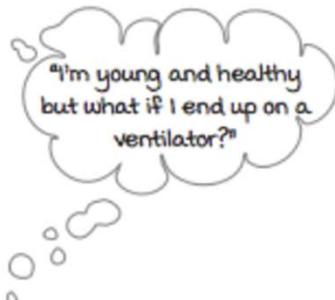
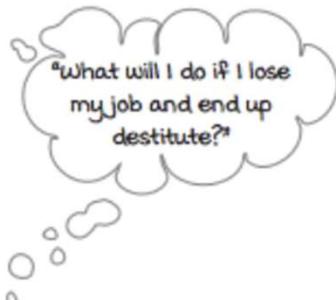
Real problem worries

are about *actual* problems
that are affecting you *right now*.



Hypothetical worries

are about things that do not currently exist,
but which *might* happen in the future.

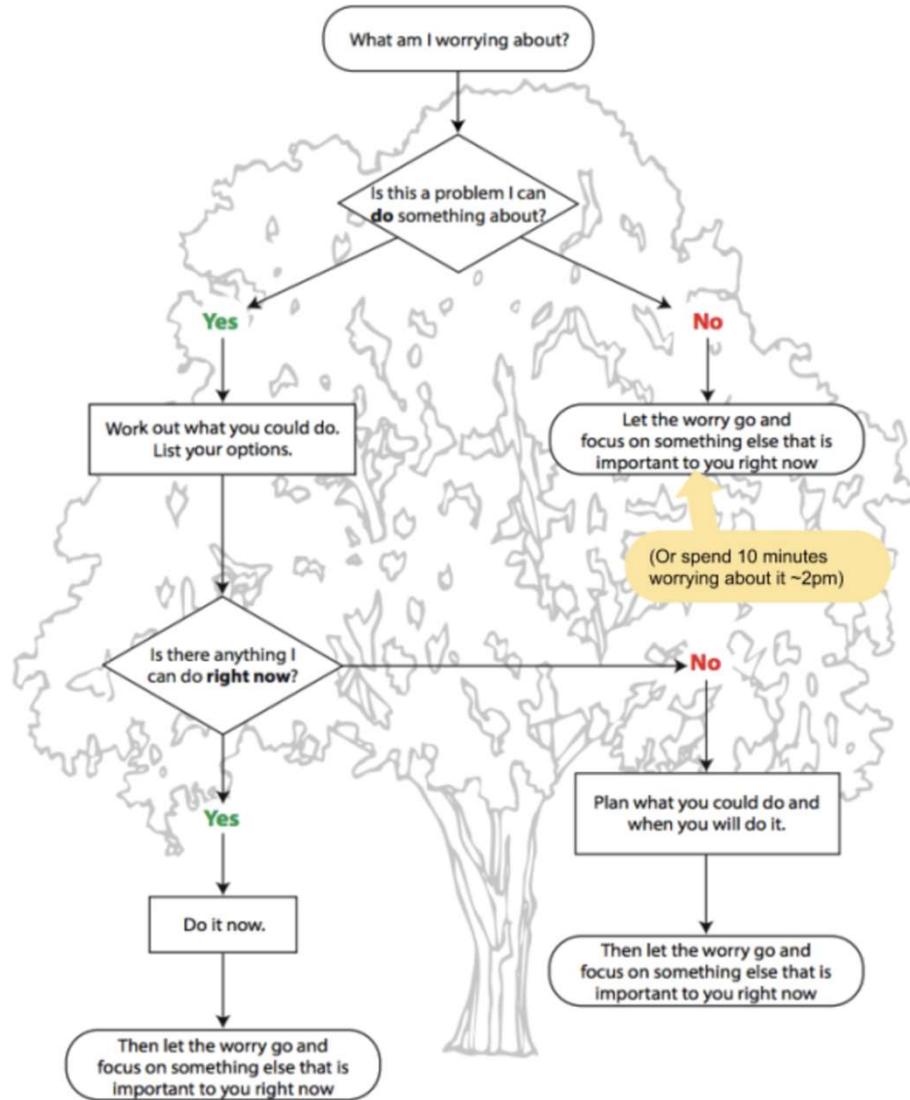


Credit: <https://www.psychologytools.com>

Leading is not hypothetical debating; it's about solving real problems."

-John Yarmuth





Credit: <https://www.psychologytools.com>

Model Healthy Self-Care with Your Team

Practical Applications for Yourself and your Team

Box Breathing This exercise, popularized by the Navy SEALs, can be done silently during a meeting.

Download [Headspace](#), [Insight Timer](#) or other meditation app

Manage your time and your energy with a [Personal Energy Audit](#).*

- I sleep the same amount each night and feel rested Yes/No
- My lifestyle supports my ability to manage stress. Yes/No
- I connect regularly with important people in my life. Yes/No
- I get up and move throughout the workday. Yes/No
- The way I eat provides sustained energy throughout my day. Yes/No

Start a [5 Minute Journal](#): 2.5 Minutes to Start/End Each Day:

- Morning: I am grateful for...
What would make today great?
Daily Affirmation. I am...
- Evening: 3 Amazing things that happened today...
How could I have made today even better...

*Full Energy Audit Assessment Available in Everyone Deserves a Great Manager by Scott Miller

Model Self-care for Teams



Model Inspiration for Your Team, Broadly

- Mission and Team Purpose
- Humorous, Inspirational, Thought-Provoking Quotes/Stories
- Regular, brief, rhythmic communications. Update even if there's no update. "Here's what we know. Here's what we don't."
- Define wins in short-term sprints (1-4 wks.)

Practical Questions for your Team:

"What are our team's top 3 priorities for our next sprint?"

"Why are those important to you? What excites you most about them?"

"How will we celebrate when you accomplish those?"



Model Inspiration for Each Team Member, Individually

- Show your care and concern in a customized manner
- Demonstrate your faith in their individual abilities
- Ensure they know that your chief concern is their well-being.

Practical Questions for your Team:

Continually gauge stress and engagement levels/how you can help.

“On a zero-to-10 scale

 Rate the level of **stress** you currently feel.

 Rate your **current confidence** in your own abilities in your role.

 Rate your **comfort level** with telecommuting.

 Rate your level of **overall engagement**. ”

“What is one thing that I can do that will make your week easier?”

“What can I do to help/support you better during this time?”

“What additional support/resources do you need to right now?”

“What am I already doing that is helping?”

“How can I support you with your other life and family obligations?”



Reframe Your Expectations

Shift Focus from Process to Outcome Thinking

Practical Applications

- Publish a monthly calendar of project deadlines with anticipated results/outcomes
- Ask your team to be responsible for clarifying expectations
- Ask for weekly status updates to the calendar

Practical Questions

- “Paint done with me. What will this look like when finished?”
- “What are the barriers you anticipate?”
- “What resources or support do you need?”

Team Expectations

Common Mindset

“I tell team members what to do and how to do it.”

Effective Team Mindset

“I help team members get clear about the “WHY” behind the “WHAT” and support them in the “HOW.”



Reframing to Optimism for Teams

The Pessimist...

- Assume/expect the worst possible outcomes
- Negative experiences are indefinite
- Universal (I'm a terrible leader!)
- What's wrong
- Focus on problems
- Internalizes (I'm not smart enough.)
- Stays away from...
- Sees challenges as a burden and avoids
- Mistakes are wrong and bad
- Sees obstacles as pain points
- Reluctant to plan for future due to fear

The Optimist...

- Assume/expect the best outcome in situations
- Negative experiences are temporary
- Specific (I'm struggling with this aspect of...)
- What's right
- Focus on solutions
- Externalizes (That question was tricky.)
- Move towards...
- Sees and embraces challenges as gifts
- Mistakes are lessons
- Sees obstacles as growth opportunities
- Plans, dreams, hopes



Remote Meeting Success Strategies

Time Blocking

- Time Block. Have time on your calendar that is dedicated to being meeting-free. Schedule other times to be head down, highly productive, or to plan strategically.

Consider Creating Organizational Meeting Rules

- Regular all-hands on huddle with some regularity
- No more than three video meetings in a day
- One NO MEETING Day every week



Adapt Meetings as Needed (minimize meetings that are detracting from productivity)

- Emails when applicable (i.e. regular check ins), slack or messaging for quick and easy communication
- Opt for a phone meeting when possible or desired to avoid video fatigue

Thoughtfully Plan Meetings

- Only Invite Necessary Attendees
- Meeting goals and intentions
- Ask someone to take notes and send a summary of decisions and action items
- Shoot for shorter 30-minute meetings

Start Video (use chat function) and Phone Meetings Thoughtfully:

- “What is one thing you are grateful for today?” “What is your personal weather forecast.” “What is one thing you are proud of?” “What are the three best things that have happened this week?” “What are you most looking forward to this week?”



Add Coaching to Your Leadership Toolkit

Coaching fosters empowerment, buy-in, increases confidence, and develops leaders.

Respond to your team's questions and seek input using a coaching framework*:

- What do you want?
- What are you doing?
- Is what you are doing getting you what you want?
- What is your plan?

The Grow Model is another framework that focuses on: Goal, Reality, Options, and the Way forward.

Solve problems with them NOT for them.

Coaching Questions for Times of Stress

- What small change can we make today, to help us tackle this?
- What most needs attention today from your perspective?
- How would you describe the big picture of what is happening now?
- How would you like to see the team get better this week?
- What have we accomplished, so far, as a team?
- What have you learned that you can apply when things get back to normal?
- What's something positive that you think could emerge from this pandemic?

*Framework by Ron Ernst, RealTime Coaching



Help your team to determine...

Who they want and need to be right now

...and do what you can to support them in being *that* person...



Adapted from the original image by Monika Langeh



“Attitude is a choice.
Happiness is a choice.
Optimism is a choice. Kindness is a choice.
Giving is a choice.
Respect is a choice.
Whatever choice you make makes you.
Choose wisely.”

— Roy T. Bennett



YOU ARE DOING BETTER THAN
YOU THINK.

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What questions can I answer?

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Sometimes, it's OK to be a follower...



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