ARIZONA
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MST SOLUTIONS

RESPOND → PLAN → RETURN STRONGER

Leading your Organization through COVID-19 Crisis

PRESENTED BY

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Agenda

- Core Values & Purpose

- Key Leadership Perspectives

- Building Blocks

- Organizational Conversation

- Psychological Safety

- Communication

- Building Trust

- Summary

1982 Tylenol Crisis – J & J

- 7 people died in Chicago. Market share dropped to 7% from 35% ($1.2B market). Spent $100M to recall 31M bottles of Tylenol
- James Burke handled the crisis based on J&J credo and relaunched the product in tamper-proof packaging
- J&J market share had climbed back to 30% within a year

Core Values and Purpose

- Use core values as guard rails for decision making

- Use purpose to guide the organization through the crisis

- MST Purpose – "Create legacy across 3Cs (Customers, Colleagues and Community)"

Doug Ducey ✔
@dougducey

Recently, Chandler based @MST_Solutions committed $10,000 and staff hours to buy and deliver groceries to Arizona seniors. They were able to bring groceries to more than 100 seniors. 2/

7:01 AM · 4/6/20 · Twitter Web App

7 Retweets **56** Likes

Stockdale Paradox

- Stockdale Paradox – Coined by Jim Collins

- Balancing realism and optimism in a dire situation is a key to success

- More info on <u>Stockdale Paradox</u>

You must never confuse faith that you will prevail in the end — which you can never afford to lose — with the discipline to confront the most brutal facts of your current reality, whatever they might be.

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VUCA

- Framework used in US Military for thinking about handling the external environment

  - **V**olatility – should be met with Agility

  - **U**ncertainty – should be met with Information

  - **C**omplexity – should be met with Restructuring

  - **A**mbiguous – should be met with Experimentation

Elements of Organizational Conversation

Intimacy — How leaders relate to employees	Interactivity — How leaders use communication channels	Inclusion — How leaders develop organizational content	Intentionality — How leaders convey strategy
Old Model: Corporate Communication			
Information flow is primarily top-down Tone is formal and corporate	Messages are broadcast to employees Print newsletters, memos, and speeches predominate	Top executives create and control messaging Employees are passive consumers of information	Communication is fragmented, reactive, and ad hoc Leaders use assertion to achieve strategic alignment
New Model: Organizational Communication			
Communication is personal and direct Leaders value trust and authenticity	Leaders talk *with* employees, not *to* them Organizational culture fosters back-and-forth, face-to-face interaction	Leaders relinquish a measure of control over content Employees actively participate in organizational messaging	A clear agenda informs all communication Leaders carefully explain the agenda to employees Strategy emerges from a cross-organizational conversation
What It Means for Employers and Employees			
Leaders emphasize listening to employees rather than just speaking to them Employees engage in a bottom-up exchange of ideas	Leaders use video and social media tools to facilitate two-way communication Employees interact with colleagues through blogs and discussion forums	Leaders involve employees in telling the company story Employees act as brand ambassadors and thought leaders	Leaders build their messaging around company strategy Employees take part in creating strategy via specially designed communication vehicles

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Source: Boris Groysberg and Michael Slind, "Leadership Is a Conversation," Harvard Business Review

Leadership – Building Blocks

Transparency

Authenticity

Empathy

Humility

Vulnerability

Psychological Safety

- Create safe venues for questions and ideas

- Create a channel for people who have concerns or questions that they may not want to bring to their direct supervisor

  - Allow people to submit anonymous questions in meetings

- "What questions do you have?" is better than "Do you have any questions?"

Communication

- Internal communications take precedence

- Focus on rebuilding the morale of the employees

- Strategies for communication in the "new normal" environment

  - Weekly Townhall meetings

  - Virtual Office Hours

  - Virtual Breakfast/Lunch Meetings

- Create opportunities for two-way interactions

  - Online Polling

Describe your Emotion in One Word

worried

patient concered

fine opportunities

family

optimistic

funny concern crazy secure

excited

cautious

generous

worries

disconnected

positive

uncertain future

positivity hopeful nervous uncertain conflicted

tired concerned

overwhelm

frantic

content

anxious

awesome

overwhelmed

energetic

determined

busy

okay

positive and elated

cool

Empathy

- Demonstrate "Empathy for Disruption"

    - Support employees in coping with the challenges of the WFH

    - Ensure employees have what they need to safeguard their health

    - Increase appreciation and align that to core values

- Communicate the Context/Why behind any decisions

    - Impact to revenue, other cost-cutting measures taken

    - Underlying any salary or headcount reductions

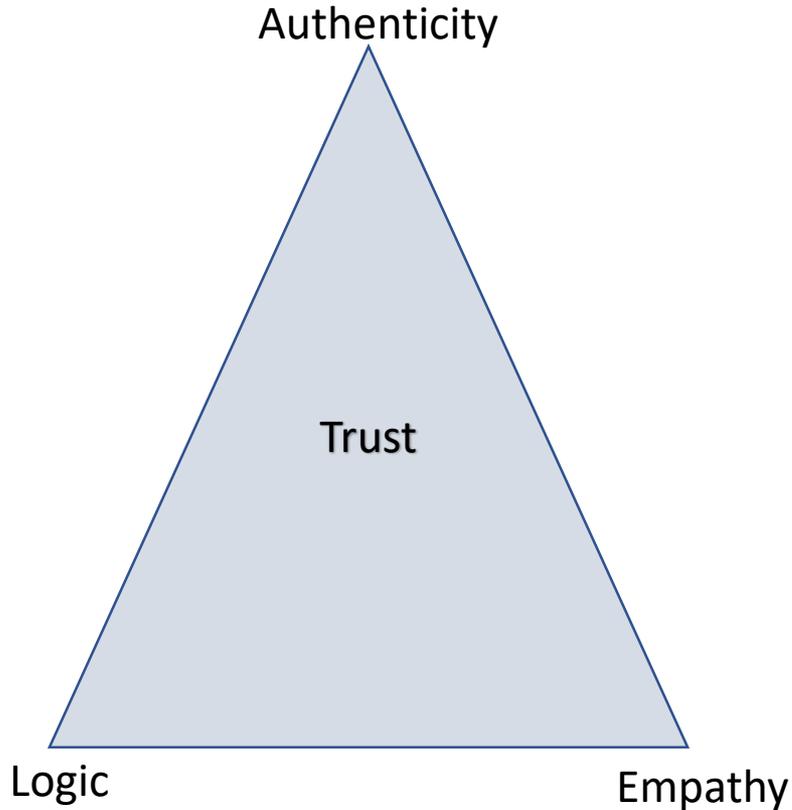   - What benefits are being allocated to laid-off employees?

Virtual Recognition
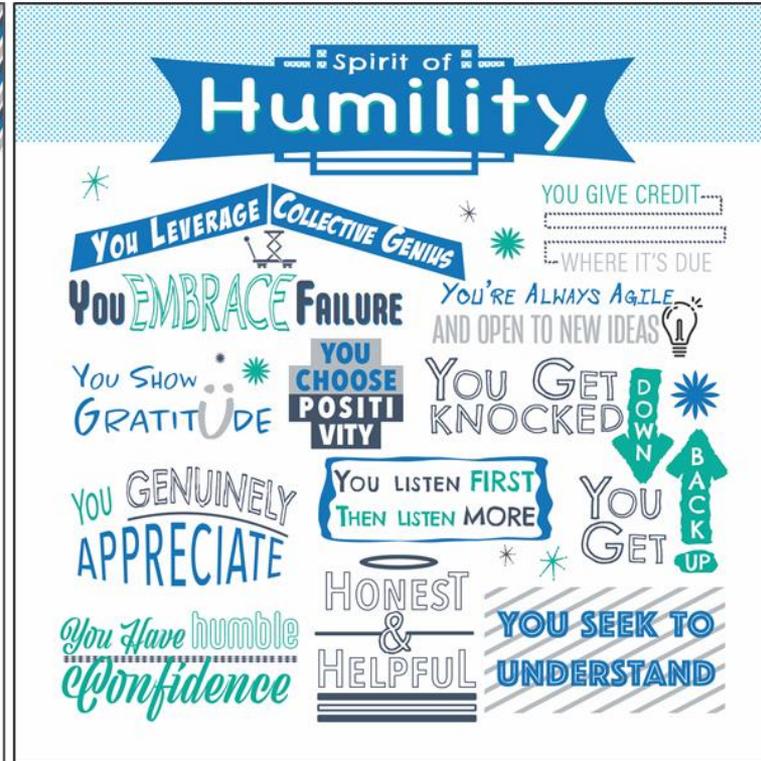
Create more opportunities for recognition highlighting core values

Building Trust

Authenticity

Trust

Logic   Empathy

People trust leaders when they believe

- They are interacting with the real you (authenticity)

- They have faith in your judgement and competence (logic)

- You care about them (empathy)

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Source - "Unleashed: The Unapologetic Leader's Guide to Empowering Everyone Around You"

Summary

- It is a marathon not a sprint

- Communicate more than you think you need to

    - Frequent, candid, consistent, and personal communications

- Think about how to build resiliency into the organization

    - Emerge stronger on the other side of the crisis

- Focus on Safety (emotional support), Belonging (tribe) and Mattering (appreciation)

    - Employee Assistance Programs, Mindfulness, Virtual Happy Hour