

LEADING YOUR VIRTUAL TEAM

Lessons in Leadership during COVID-19



Community Chats

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WELCOME

- Agenda
 - Leadership Style and it's interaction with Culture
 - Have women made better leaders during this Crisis?
 - Communications - Directive vs Individual Responsibility
 - Dealing with the unexpected - managing risk (cars & trampolines)
 - Trust - what is your trust balance?

- Practical Tips along the way

- Ask Questions in the Message box



LET'S MAKE THIS INTERACTIVE

We will do three polls now

- Poll 1 – What leader is doing best job?
- Poll 2 – Who are you looking to for leadership during this Crisis?
- Poll 3 – What Leadership Style is most prominent in your organisation/company now?



Leadership Styles & Culture

Leadership Style	Most Effective	Least Effective
Autocratic Style	Immediate Crisis	You want people to think for themselves
Visionary Style	Start Up or when a company is embarking on transformational change	The external environment is changing or unclear
Democratic Style	Works well solving complex problems	Time to make decisions is short
Affiliative/ Servant Style	The whole organisation needs support	Leader is not empathetic or authentic
Pacesetting Style	Immediate actions are clear and defined	Actions/decisions required are uncertain or changing

Most Leaders flex their style to suit the situation. Be conscious of what style is your default and self-aware about what is authentic for you

TIP 1: Take a [Leadership Style questionnaire](#)



ARE WOMEN BETTER LEADERS IN A CRISIS?

A recent statistical analysis* on Covid -19 outcomes for countries with Women Leaders concluded:

- There were 6 times fewer deaths
- The curve was flattened quicker
- Economic impact was significantly less

Women leaders showed a similar leadership approach

- ✓ Early consultation with Experts and explained the science
- ✓ Implemented lockdown earlier
- ✓ Empathetic
- ✓ Evidence Led

*Study by TCD and University Of Pretoria based on European CDC Data



ARE WOMEN BETTER LEADERS IN A CRISIS?

Study noted countries with women leaders tended to already be:

- More equal in terms of income distribution
- More advanced in term of well-being and and health provision
- Had high social cohesion

This may show that having the economic and social support in place for dealing with a crisis is a predictor of success.

I think they showed a mix of Autocratic and Servant leadership Styles.

TIP 2: We are living in interesting times, look for lessons in leadership everywhere, how do you react to those leading Covid-19 response and why?



CRISIS COMMUNICATION

It should be

- Clear – be clear what you will do and what your expectations are of your people.
- Two-way – seek and listen to feedback, check how your communications have landed
- Consistent – in language and with what has gone before
- Credible– acknowledge mistakes and unknowns
- Transparent – do not try to cover up unpleasant issue(s)
- Personal where the message is personal.

TIPS 3 & 4: Ask someone to check your communication for the above before you send it as we all have biases and blind spots.

Ask your team for feedback on your communications and listen



#Golfgate

What were they thinking?

GroupThink

Bystander Effect – everyone else is doing it

Power dynamics – suppliers will not manage your risks as there is a conflict of interest

Privilege – be aware this is a blind spot for most in the position of privilege

Fairness is a very strong driver of Trust

Arrogance

TIP 5: Ask ‘what would this look like if it was on the front page of the papers tomorrow’



CRISIS COMMUNICATION

Directive Vs Individual Responsibility

Leaders are moving from Directive to encouraging Individual Responsibility.

What will help?

- ✓ Building Trust
- ✓ Decisions backed by Evidence

What will hinder?

- Divisiveness – them & us
- Distrust – bad role modelling & conspiracy theories....

TIP 6: Be aware that any gossip is heightened in times of crisis, discourage it gently but firmly.



RISK MANAGEMENT

Dealing with the Unexpected

Encourage and role model:

- Agility
- Resilience
- Embracing Contrarian Views
- Individual and Group responsibility
- Don't Blame or Shame mistakes
- Keep questioning, revisiting as things evolve
- A crisis is not the time to bet big on uncertain outcomes
- Don't sweat the small stuff



RECAP - TRUST

What is your Trust Balance?

- Sharing
- Doing what you say you will do
- Openness
- Honesty
- Keeping others informed
- Self-awareness
- **Consistency** in all the above
- Acknowledge where trust is broken and learn lessons



TIP 7: Look after yourself, a good leader needs a healthy body and mind.



Any Questions?



Poll One

Which leader do you think has done best in managing COVID – 19 to date?

- 1 Boris Johnson (UK)
- 2 Angela Merkel (Germany)
- 3 Stefan Löfven (Sweden)
- 4 Jacinda Arden (New Zealand)
- 5 Leo Varadkar (Ireland)



Poll Two

Who do you trust most to lead during this Crisis

- 1 Politicians
- 2 Media
- 3 Public Health Experts
- 4 Family/Friends
- 5 My Boss/CEO



Poll Three

What is the predominant Leadership Style in your organisation now?

- **Autocratic** – Do as I say
- **Visionary** – States how we will be in the future
- **Democratic** – Seeks opinions and encourage participation
- **Affiliative** – Leader as servant of your people
- **Pacesetting** – Do as I do

