



Leading Through a Crisis

Westchester PMI

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Agenda

- ? – What aspect of Crisis Management do you want to improve?
- Leading vs. Managing
- Top 10 Aspects
- A Special Bonus



Leading vs. Managing

- A Manager is someone you tolerate, a Leader is someone you follow
- Leader's job is to move people from where they are to where they need to be (not always comfortable)



Terminology

Crisis Management Plan and Disaster Recovery Plan are components of the Business Continuity Plan

- Business Continuity
 - The process of creating systems of prevention and recovery to deal with potential threats to a company
- Crisis Management
 - Steps to be taken to handle a series of events that causes major disturbance
- Disaster Recovery Plan
 - Technology (servers, systems, data and software applications)

Basic Needs (Shelter/Food/Sleep)

- First step in a crisis – order food/caffeine
- Sleep – establish shifts for longer-term issues



Stress Management

- How stress is handled?
 - Workout / Yoga / Talking etc...
 - Watercooler talk
 - Schedule
 - Leaders - Practice calming
- Be Mindful of Others

Remote Work / Dislocated Teams

- Empathy is key – strive to understand everyone’s individual situation
- Start off every call with “How are you doing?”
- Tools - Does the team have what they need to be effective (laptops, VPN, video-conferencing, etc.)?
- Manufacture interactions:
 - Random phone calls
 - Virtual Happy Hour



Prioritization

- Focus on what you can control
 - Taking ownership
 - Redefine what a win looks like
 - Something to look forward to
 - Communicate what the organization is doing
 - Might not have all the information
 - Know where to get information – keep finger on the pulse



Planning

- Huge dependency on the length of the crisis
- Team will be hyper-focused on the issue in an acute crisis
- Plan next few hours, next day, next week, review every few hours and make adjustments
- Being agile is key, not the time for the 10,000 line project plan



Managing Communications

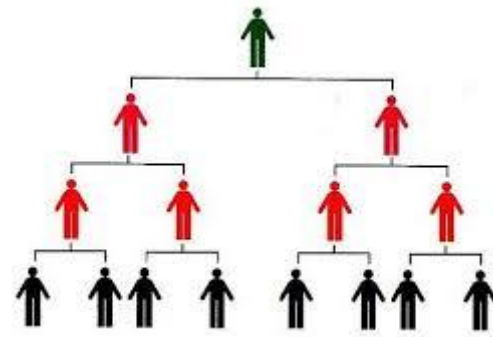
- Responding Quickly and Confidently
 - Within 1 Hour
 - Short and simple
 - Factual
 - Action oriented
 - Timebound
 - Empathetic

"We're aware of the situation. We take food poisoning seriously and are working with both the Health Department and the customer to resolve the issue. We'll keep you posted when we find out more information."

Communication Team Members

- Executive Leadership
- Department Heads
- Communications Staff
- Legal

***** Establish Chain of Command *****



Minimizing Distractions

- Your job is to eliminate non-healthy distractions
- Goes back to basic needs
- Put on your own oxygen mask before you can help others
- For an acute crisis, a war room can be very effective
 - Breaks down communication barriers
 - Can observe the level of engagement
 - Creates the “we’re all in it together” mentality



May Vary <http://www.flickr.com/photos/dacran/2596478381/>

Marketing

- New Reality
 - Be honest
 - Deliver value
 - Avoid Tokenism
- New Mindset



Marketing continued....

- Timing
- Marketing Strategy must change
 - Focus on Cause Oriented Marketing
 - Opportunistic Marketing
 - Avoid overly promotional
- Trust is Crucial
- Consumer will extract full value
 - Vs. cheaper products



When All Else Fails...



Questions & Contact Info

- Do you have a story to share?
- Other suggestions for managing a crisis?
- Anything that you found helpful?



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