

eliteleadership
Global Academy

Leading your Team in a Crisis

Be a Stoic Pilgrim

Self Awareness- Knowing yourself is the beginning of all wisdom...

Tenacity-Resilient-Growth- The stoic pilgrim advances in the face of hardship, gets up when they fall and learns from challenges...

Opportunity Focussed- Diamonds are found in the dirt and gold in the grit...

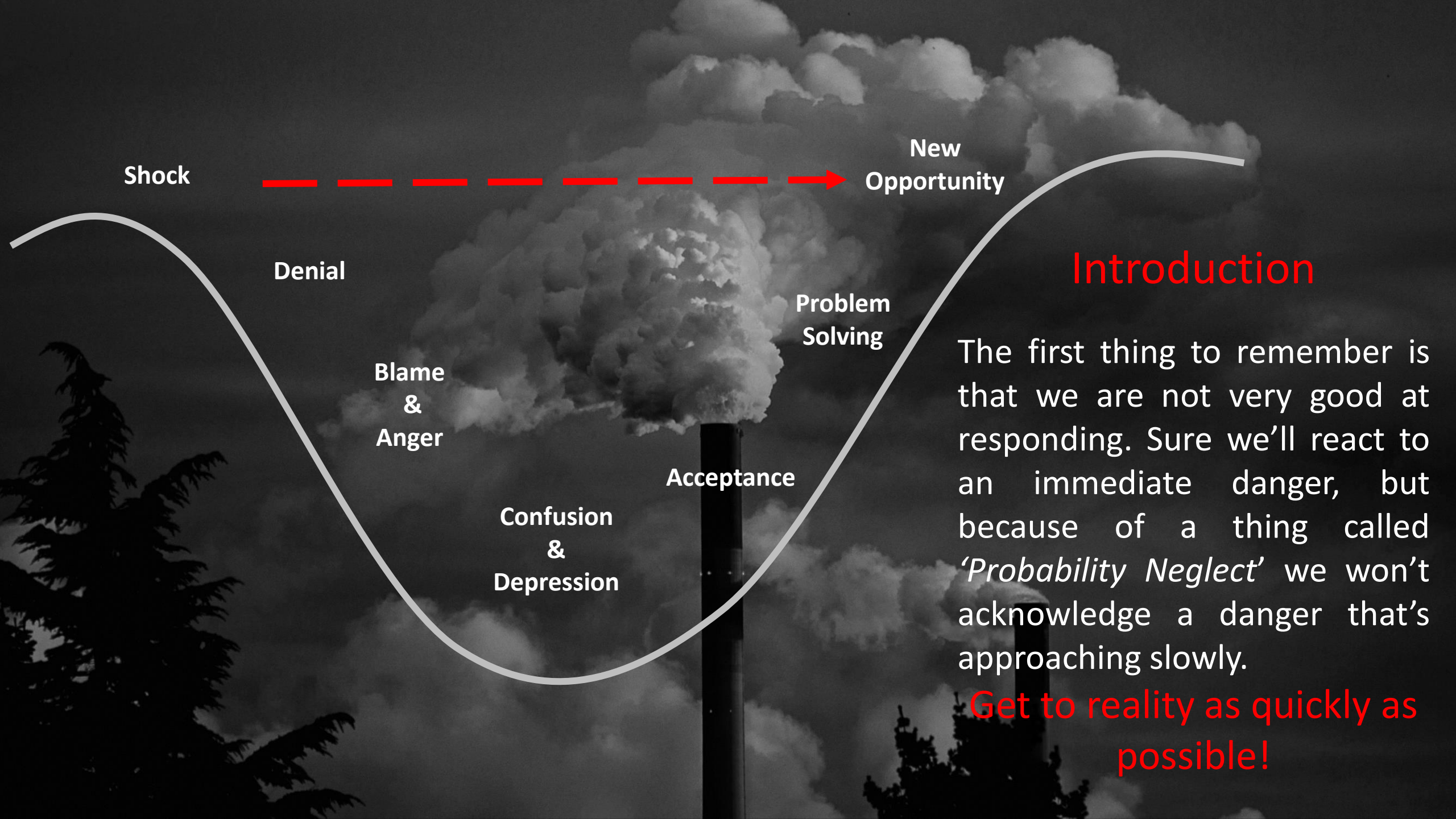
Idealistic Realist- Dreams of a better world but accepts the path is difficult...

Calm Demeanour- Be the calm amidst the storm...



Self Awareness

Know yourself, your team and
be able to adapt to the
shifting situation, then you
will not fear the result of a
hundred **battles!**



Shock

Denial

Blame
&
Anger

Confusion
&
Depression

Acceptance

Problem
Solving

New
Opportunity

Introduction

The first thing to remember is that we are not very good at responding. Sure we'll react to an immediate danger, but because of a thing called *'Probability Neglect'* we won't acknowledge a danger that's approaching slowly.

Get to reality as quickly as possible!



Who's Got the Power?

Direct power, energy and resources to the
frontline

Creator

Leadership
Alternative

Coach
Rescuer

Challenge
Persecutor

Don't Accept
Victim
Mindsets

Victim





Develop Your HERO Mindset

H- Helpful

E- Effective

R- Resilient

O-Optimistic



4 R's to Resilience

React: Do what you can immediately to secure your position.

Respond: Evaluate your options and test new ideas.

Regroup: Connect, collaborate & contribute to well-being.

Re-route: Learn lessons and adapt towards a better world.



Prioritise People Over the Paradigm

Empowered people are more capable of saving the paradigm if it is worth saving...



Under pressure we exhibit more of who we are...

Over Controlling: Have a need for more data & details before making a decision which slows things down in an emergency.

Over Confident: Want to compete with the challenge, jump in and tackle it head on but not always useful in complex situations, can exacerbate with 2nd & 3rd Order Problems.

Over Contributing: Want to help people more, but then may suffer burnout and be avoidant in decision making for fear of upsetting people.

Over Communicating: Do a lot of talking but not get to a decision for fear of cutting off options leading to open ended decision making or group-think.

Fear & Confidence Triggers

Understand what situations will increase feelings of confidence and trust, whilst lowering stress and fear in your team and clients.

Certainty & Control
Command & Status
Connection & Fairness
Autonomy & Self Esteem

Ideally we want all these elements in our lives but some people will react strongly if some conditions are threatened; i.e. if you increase a person's status, they begin to experience more confidence, if you remove their status, they will react in a fearful manner.

Your job as a leader is to understand what triggers people during a challenge and address all of them if possible through good communication.

Know Fear...

There are 7 fears which commonly arise in crisis situations. As a leader you have to spot them and make sure they don't negatively influence decision-making and hamper your efforts to resolve the situation.

1. **Letting the other person be right**- We don't listen to outside views.
2. **Accepting reality**- Even in the face of overwhelming evidence.
3. **Being vulnerable**- In order to learn, we have to have the courage to be open.
4. **Stopping**- We carry on because it's familiar, *better the devil we know*.
5. **Letting go**- Our inner monkey doesn't like letting go, ask marketing experts.
6. **The unknown**- We prefer being comfortably uncomfortable in our comfort zones.
7. **Transformation**- It's said people don't like change. That's untrue, people change all the time to stay in the same place. What we don't like is transforming, because it levels the playing field.

Fear Promotes & Supports the 7 Delusions

Certainty: Knowledge is not immutable and decision-Making should be an evolving process

Permanence: Nothing lasts forever or stays the same

Authority: We give people authority only when it serves us

Counter-Dependence: Everything is connected so beware false dichotomies

Entitlement: You are not entitled to anything and neither are they

Ownership: We are merely stewards over things

Institutions: Built to protect the delusions above

Paradigm Shifting to Success

The fears mentioned previously lead to:

Paradigm blindness: We don't see the opportunity within the crisis because we're focussed on the problem.

Paradigm inertia: We're being told to swim away from one shark only to find there is another shark waiting behind us.

This inhibits us from doing what we should do...

Paradigm shift: Get out of the dam water!

Create new rules, new strategies, new modus operandi, new values and new behaviours.

Create a brave new world!

What type of challenge are you facing?

Ascertain what type of challenge you're facing. It could contain one or more elements and sometimes all of them in a systemic challenge.

It is important that you are not blinded by your own bias.

Our outer world is a merciless reflection of our inner world which means we see the world from our perspective, not as it is.

Predictable

Simple: A simple behaviour change effects a positive result, look at SOP's, Habits & *Immediate Action Drills* to put out the fires.

Complicated: Might need analysis, knowledge, tests, check-lists, then look at processes

Unpredictable

Complex: Connect with people, co-create solutions, feel your way forward, utilise empathy.

Structural: Changes to the environment, set-up, location may all provide positive benefits, look at the effectiveness of communication but possibility of unintended consequences.

Systemic: This will contain elements of all the above and so a paradigm-shift is required. There will also be an opportunity to thrive in a brave new world but the *old-order* will resist.

Chaotic: When a systemic challenge has been ignored then it can lead to a Black Swan event which is an emergency situation.

The Leader Sets the Tone

There are usually three types of response in crisis:

Fear Focussed: They consume lots of media in the hope of finding some good news that all will be well soon. With fear present, clarity of thought is difficult.

Un-Focussed: They will be unsure what to do and will either be in denial phase or playing the wait-and-see game. Probably dismissive of the challenges ahead. Waiting for everything to return to business-as-usual.

Mission Focussed: Sleeves rolled up and got the team together. They explained the situation as it is and asked for ideas which became a plan of action and compass for moving forward. They are looking to cross the dip as quickly as possible and springboard out the other side stronger and more agile.

Be a Leader

Leverage the potential of your team, don't try to be the font of all knowledge or solutions

Engage the team in discussions as early as possible

Align the team towards a mission and purpose that they have contributed to

Direct the power and resources to the front line. Empowered people suffer less stress and are more effective.

Evolve the plan as more information arises.

Radical openness, treat people like adults. Don't fall into the trap of mushroom management...

'Kept in the dark and fed on ...Manure!'



Be purposeful...

People with purpose experience less stress in difficult situations

Promote Positive Behaviours

Be supportive: In periods of uncertainty show compassion towards clients, team members, their families and the community. Communicate often.

Be a problem solver: Ask your team to come to you with challenges but armed with a solution as well. Get the team habitually solving problems to build their confidence and self-reliance.

Results focussed: Confusion leads to dissipation of effort, be focussed on achieving outcomes.

See Multiple perspectives: Effective use of social intelligence will shine a light on opportunities and new ideas.



Answer the... “What ifs...?”s

Do you ever find yourself asking a series of ‘What ifs...’

Members of your team will be too.

It’s important that leaders give people the opportunity to ask questions in a psychologically safe space.

It is important that when people have questions which could trigger a fear response, they get an opportunity to explore with you, so questions don’t remain unanswered.

If unanswered they become a source of anxiety which builds up over time.

Create a Mission PACT

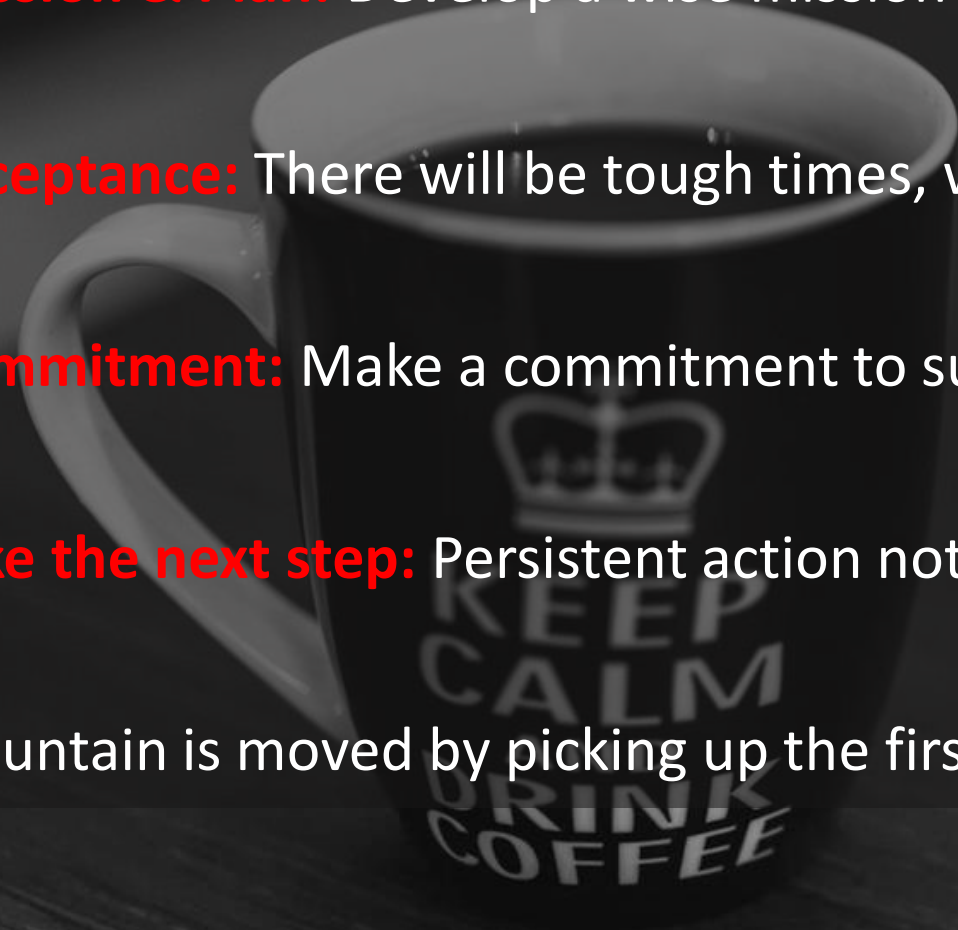
Mission & Plan: Develop a wise mission- worthwhile, inspiring, stretching & evolving

Acceptance: There will be tough times, write a list of the challenges and accept them.

Commitment: Make a commitment to succeed & not succumb to fear .

Take the next step: Persistent action not analysis leads to clarity & success. The

mountain is moved by picking up the first pebble. Get to it!



If in doubt...**SOAR**

When we're in a challenging and novel situation, it feels like we should come to a solution quickly.

That isn't the case unless it's an immediate danger.

Our irrational mind doesn't like gaps in knowledge, so people who are use to being in control, will often fill in the This can lead to confirmation bias i.e. 'this problem is like the last problem so respond in the same way!' because we like the 'tried & tested'.

When in doubt about moving forward try this...

Suspend making a snap decision

Observe the challenge from all angles and get outside perspectives where possible

Allow time for wisdom to percolate, take your dog for a walk in the countryside, if working with your team, tell them to go have a break and go for a walk together.

Respond quickly. When an insight bubbles to the surface, act on it.

If there are tough decisions to make...

Ask the team to help you come to a democratic decision

Treat people as adults, tell them as it is

Use collective intelligence to solve problems where possible

Don't rush, analyse all the options

Decide on a strategy together

Ecology check the chosen solutions i.e. ask what could go wrong? what support will people need?

Execute the strategy then evaluate the results

Adapt – Don't see decisions as finite





Lessons Are Repeated Until They Are Learnt

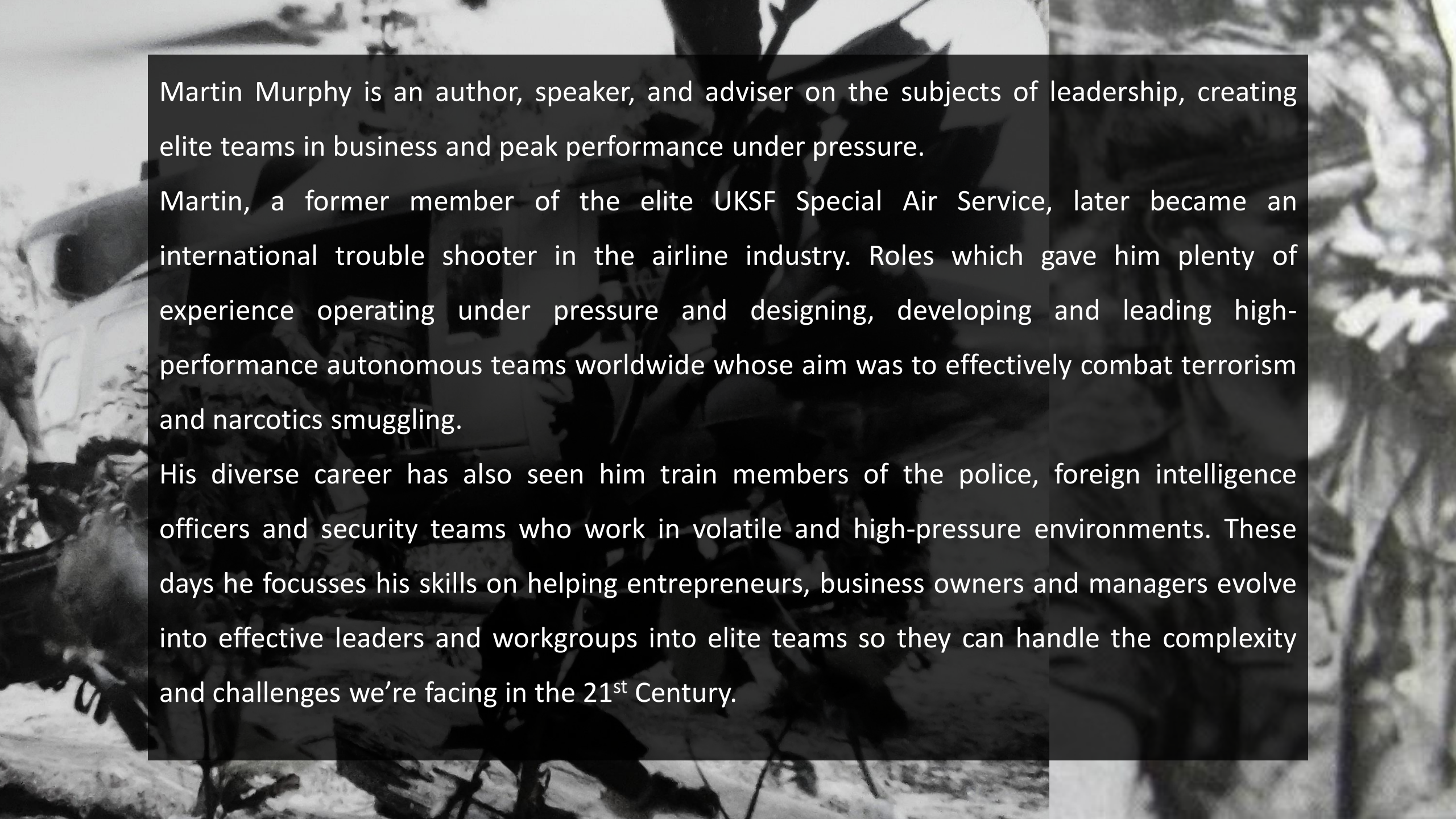


Having trouble seeing the wood from the trees?

I'm Martin Murphy, get in touch if.....

- You would like to have an experienced adviser help you gain clarity on your situation.
- You would like to bring in an independent facilitator in, to support team decision-making during a challenging time.
- Would like to provide support for somebody who is undergoing a transformation in challenging circumstances.





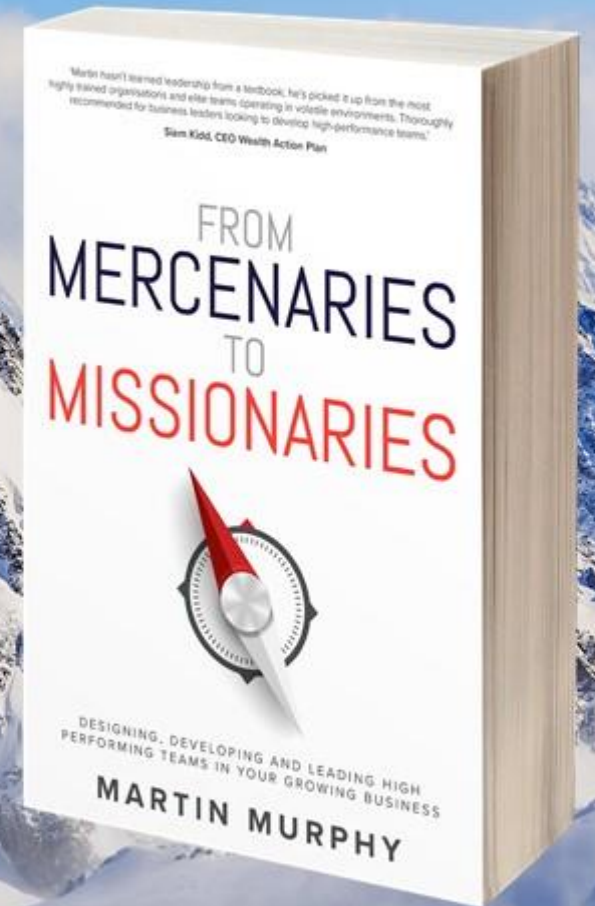
Martin Murphy is an author, speaker, and adviser on the subjects of leadership, creating elite teams in business and peak performance under pressure.

Martin, a former member of the elite UKSF Special Air Service, later became an international trouble shooter in the airline industry. Roles which gave him plenty of experience operating under pressure and designing, developing and leading high-performance autonomous teams worldwide whose aim was to effectively combat terrorism and narcotics smuggling.

His diverse career has also seen him train members of the police, foreign intelligence officers and security teams who work in volatile and high-pressure environments. These days he focusses his skills on helping entrepreneurs, business owners and managers evolve into effective leaders and workgroups into elite teams so they can handle the complexity and challenges we're facing in the 21st Century.

“this book gives a masterclass in why it is important to create alignment in today’s organisations. Murphy gets under the skin of current leadership thinking to convincingly share effective ways for businesses to navigate their way through the volatile, complex and fast changing world we live in.”

Association of Executive Coaches



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