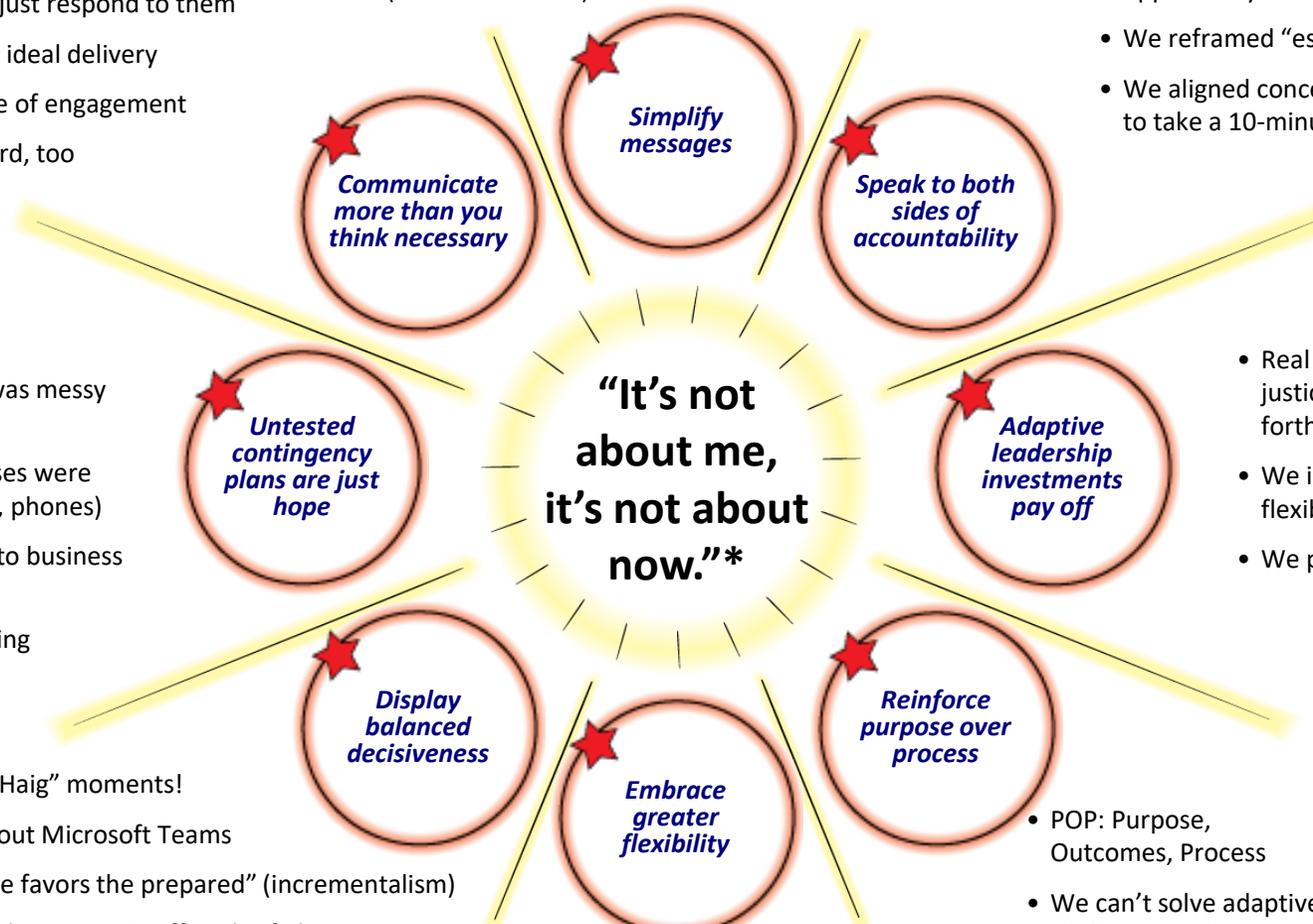


LEADERSHIP LESSONS

- Misinformation and inconsistency came from many sources
- We needed to anticipate concerns, not just respond to them
- We evaluated every communication for ideal delivery
- We had to actively work to build a sense of engagement
- Applies to communication with our board, too

- Imbue certainty, confidence, consistency, security and trust
- **Members First, Staff Always**
- Pandemic leadership precepts developed to guide managers
- Words (and word choice) matter

- Providing information and granting assurances gave us the opportunity to underscore responsibilities and expectations
- We reframed “essential staff” to “essential tasks”
- We aligned concepts of flexibility and accountability (it’s okay to take a 10-minute nap)



- Response to our first potential exposure was messy and largely ineffective
- “Flat tires” on a few core business processes were exposed by the pandemic (check issuance, phones)
- Shifted mindset from business disruption to business continuity
- Technology planning is contingency planning

- Real struggles arise from when a sense of organizational justice, emotional intelligence and character (being forthcoming and transparent) are missing
- We increased measures of and messaging about flexibility
- We planned, practiced and used active listening

TACTICAL CHALLENGES

- Several essential tasks not in contingency plans
- Deploying a home office workforce remotely
- Unmoored processes

- No “Al Haig” moments!
- Rolled out Microsoft Teams
- “Chance favors the prepared” (incrementalism)
- Leadership precepts offered safe haven

*Ron Holifield, Strategic Government Resources (SGR)

- Crisis creates opportunity for new mental constructs and routines when normal processes are disrupted (“never waste a good crisis”)
- Crisis allows for faster alignment with long-term goals (bureaucracy vs. understanding the “why”)

- POP: Purpose, Outcomes, Process
- We can’t solve adaptive challenges with technical solutions
- “Think about how we think”

LEADERSHIP CHALLENGES

- Pandemic unknowns
- Historical reliance on bureaucracy (processing over questioning)
- Historically decentralized departments
- Deepening isolation, disconnects