

# Leading teams during a crisis

## Tips on what to do and what not to do

If we are to face a crisis head on, we need a tribe, a group, a village, a community. Teams are an excellent example. Teams that share, can also heal and help make transition tangible.

Read this one-pager with '[Secure Base Leader](#)' and '[Leadership and managing fear](#)' one-pagers.

### DO'S

#### 1 Be a *secure base*

- + Stay calm: 'ignore' the adrenaline, do not act on your initial gut response.
- + Use dialogue to connect. Paraphrase even more than you would normally do.
- + Ask for help, both as the leader and as the team. Dare show vulnerability.
- + The situation is leading: be flexible and adjust to the circumstances.
- + Encourage your team members to concentrate on what can be done.
- + Keep your calling and that of your team firmly in mind.
- + Be sure to create space to share emotions.



#### 2 Trust and build on the foundation and potential of the team

- + Be aware of and use the qualities in the team.
- + Have confidence in the strength and competence of each team member to lead.
- + Recognize the needs of the team and the individual while keeping the helicopter view of the whole situation.
- + Use the present reality to discover, learn and develop as a team.
- + Jointly create a strong moral basis: spiritual, intellectual, emotional and physical.
- + Ensure there are good and healthy material conditions.
- + Concentrate on dealing with the crisis while making plans for the future.



#### 3 Be together in *Playing to Win*

- + Verbalize that you will all come out of the crisis together.
- + Ask for and give each other the feedback needed to stay focused.
- + Hold your team members responsible for what they do.
- + Dare delegate tasks and always do so while being connected to the team members.
- + Accept mistakes. Open them up for discussion, reflection and evaluation.
- + Be committed to moral values and togetherness.
- + Have fun together and celebrate what goes well.



#### 4 Healing rituals

- + Bring the team together digitally at the beginning and end of the day and/or week.
- + During the check-in, create the space to say, do, question what is needed to start.
- + During the check-out, create the space to say, do, question what is needed to close.
- + Maintain existing rituals: birthdays, anniversaries, the departure of colleagues and the arrival new colleagues.



### DON'TS

- + Do not avoid conflicts.
- + Don't stand in the way: it's not about you.
- + Do not believe that you need to be available 24/7.
- + Do not stick to one strategy like glue.
- + Do not be misled into thinking that you need to play to dominate.
- + Do not use platitudes such as 'I completely understand how you feel' or 'We're all in the same boat'..
- + Do not quibble with your integrity or moral compass.
- + Do not take over, do not rescue, decide on your own what is good for the team.
- + Do not force someone – even subtly – to talk about their emotions.

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