



Leveraging Crisis to Strengthen Your Culture

Part III: The Manager's Role

Crisis provides managers with a unique opportunity to strengthen culture as they reconstruct work in the "new normal" by taking four simple actions:

1. As systems, practices, and work flows are modified, ensure the culture and values informs decisions about who is where, how information flows, and what is: said; resourced; measured; and rewarded.
2. Highlight employee actions that demonstrate the culture and values. Be sure to outline the specific behavior and the impact.
3. Walk the talk: ensure your decisions and actions, as well as those of your team, reflect the intended culture and values.
4. Meet employees where they are by providing:
 - **Safety**
 - **Predictability:** outline what is known and unknown, give employees opportunities to make choices
 - **Resources:** Ensure employees needed to succeed.
 - **Hope:** give examples of wins, point to what is possible
 - **Trust:** be straightforward with employees, even when the news is bad. Employees need to know they can always rely on you for the truth.
 - **Compassion:** People can withstand almost anything if they are seen, heard, and valued. Acknowledge and express compassion for employees' struggles even if you can't fix their difficulties.