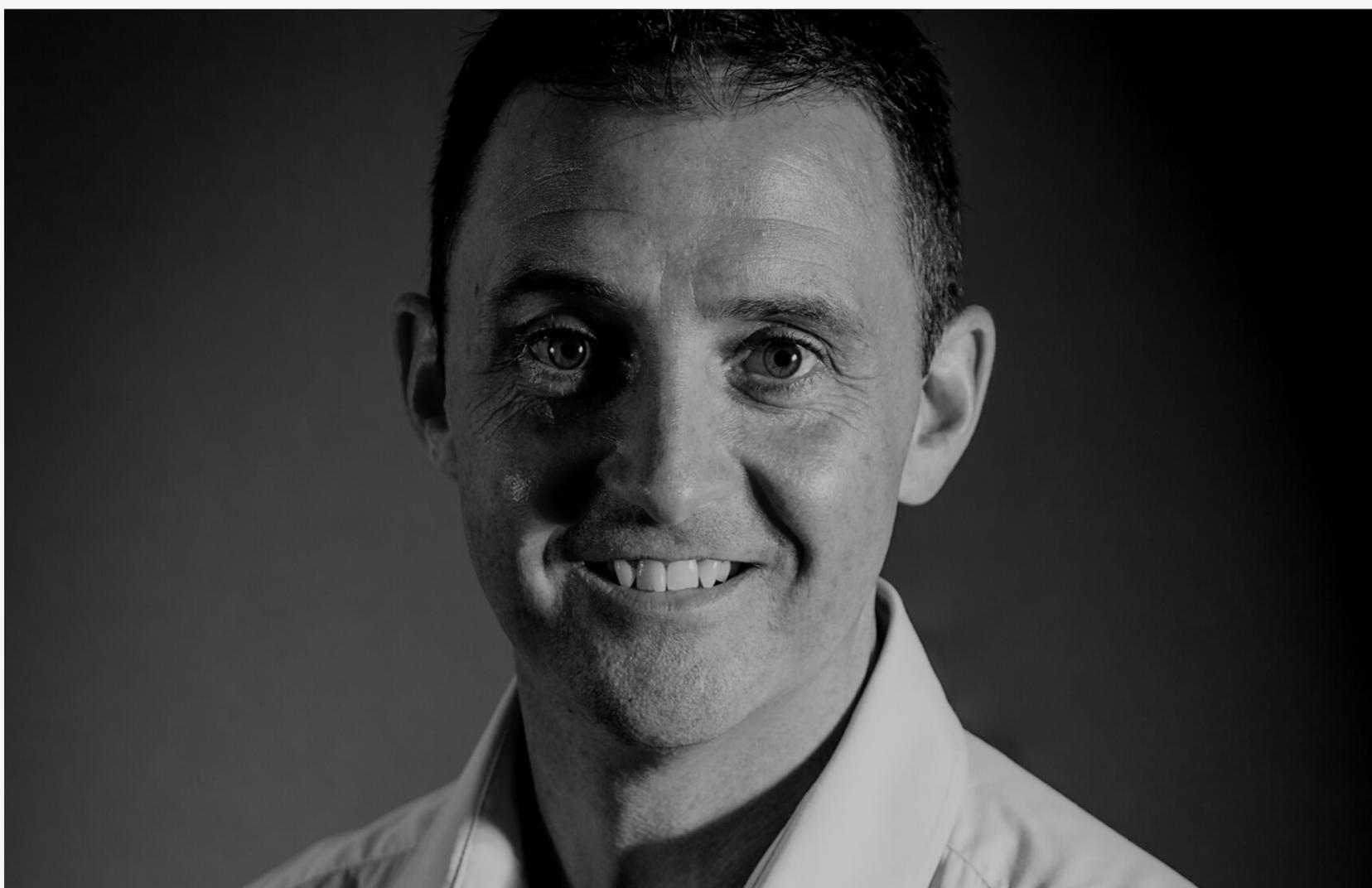


**INSIDE THE**  
**COVID**  
**CULTURE**  
**CRASH**

**AN INSIGHT INTO THE  
CULTURE CRASH AND  
THE TOOLS TO  
RECOVERY.**

**WRITTEN BY**

**DWAIN RICHARDSON**



# INSIDE MY COVID CULTURE CRASH

## FROM ONE LEADER TO ANOTHER

Twelve months ago, life for us all changed like nothing any of us have experienced in the modern era. Working remotely, home schooling, lockdowns and limited social contact outside of our homes became the standard. For many businesses this meant reinventing themselves to accommodate this new way of operating and unfortunately for many others this meant the end.

My own personal experience was challenging, scary, frustrating, confusing and life changing. Being in an industry that almost came to a standstill I was forced to reduce all staff to minimum wages and part time hours. I lost a significant amount of weight and for many months did not sleep through the night. The business that I had spent more than 20 years building, nurturing and loving was crumbling in front of me and the team that I love so much had tensions more like a dysfunctional family. Here we were, an organisation that practices and teaches positive team cultures and we ourselves were amidst our own "COVID Culture Crash".

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**"Remember upon the conduct of each depends the  
fate of all."  
- Alexander the Great**



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As we experienced the world drastically change around us, one thing that didn't change was the need for positive workplace cultures. Workplace culture is one of the most powerful sources of competitive advantage (Forbes, 2020) as it is a business 'personality trait' your industry rivals cannot replicate. So how do you maintain and enrich workplace culture when the world around us is in crisis?

In this edition of "Inside the COVID Culture Crash" I want to look at and talk about what businesses experienced during the COVID pandemic and how the 3E's of a positive team culture and practicing a FUMISH strategy can help businesses through these times.

In the first book "Avoid the Culture Crash" we introduce the 3E's of a positive team culture; Education, Engagement and Environment. All three of these were impacted in some way during the pandemic. Below I did deeper into each of the 3E's and provide strategies on how as leaders, we can tackle these challenges successfully.

**"Coming together is a beginning. Keeping together is progress. Working together is success"**  
**- Henry Ford**

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# SOME IMPORTANT DEFINITIONS

LET'S TAKE A CLOSER LOOK AT SOME KEY FUNDAMENTALS



The beauty of this eBook is that it's short, it's simple and it's to the point!

We all live and work in an increasingly busy and cluttered world and there are endless amounts of content and material to be found on any one topic. Yet there are still the same 7 days per week, 24 hours per day and 60 minutes per hour.

I have designed this eBook as a simple reference tool for you to use and apply. I'm only a phone call or email away if you ever need more detail on any of my tips. Now before we get into 'how to create a positive team culture', allow me to define a couple of crucial terms in the context of this eBook – CULTURE and SUCCESS.

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# WHAT IS CULTURE?

**WORKPLACE CULTURE IS THE ENVIRONMENT THAT YOU CREATE FOR YOUR EMPLOYEES.**



Scientifically speaking, culture is determined by the collective habits that we form as a group; our collective behaviour. For me in the time of COVID-19, the description of culture is the connectedness of a team/organisation.

Generally speaking; workplace culture is not something you can change overnight (PWC). It is a collective effort of small behavioural changes, embraced by a team to create a more pleasant and enjoyable environment. Throughout 2020 however, the pandemic has forced environmental changes in our workplace, challenged the way we connect and communicate and event forced us to layoff valuable team members. Unfortunately for many, when coming together was more important than ever, the pandemic forced workplace cultures apart. This fear has introduced an “I” behaviour rather than a “we” behaviour.

We know a strong workplace culture is something that really sets an organisation apart from the rest. But how do you do that amidst a pandemic? Well, you need a FUMISH culture! I don't mean a bad smell in the air; but rather the FUMISH workplace culture model which I developed based on my 25 years of experience in the people and culture industry.

FUMISH is the acronym to help determine whether you have a positive culture.

**Friendly**  
**Understanding**  
**Motivating**  
**Inspiring**  
**Supportive**  
**Happy**

Do the staff in the organisation feel this? Do customers of the organisation feel this?

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# WHAT IS SUCCESS?

**THE ACCOMPLISHMENT OF AN AIM OR PURPOSE. THE GOOD OR BAD OUTCOME OF AN UNDERTAKING.**

For most organisations success is determined by profitability, and fair enough too!

Being profitable is an important part of staying as a viable business; but financial gain shouldn't be the only indicator of success.

Building a sustainable, long lasting business that supports your purpose, your internal workplace community and of course the outside community are all high on my indicators of success.

Job satisfaction and staff retention are also important indicators of success.

**"The brands that will thrive in the coming years are the ones that have a purpose beyond profit."**

**-Richard Branson**

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# THE 3 E'S OF A POSITIVE TEAM CULTURE

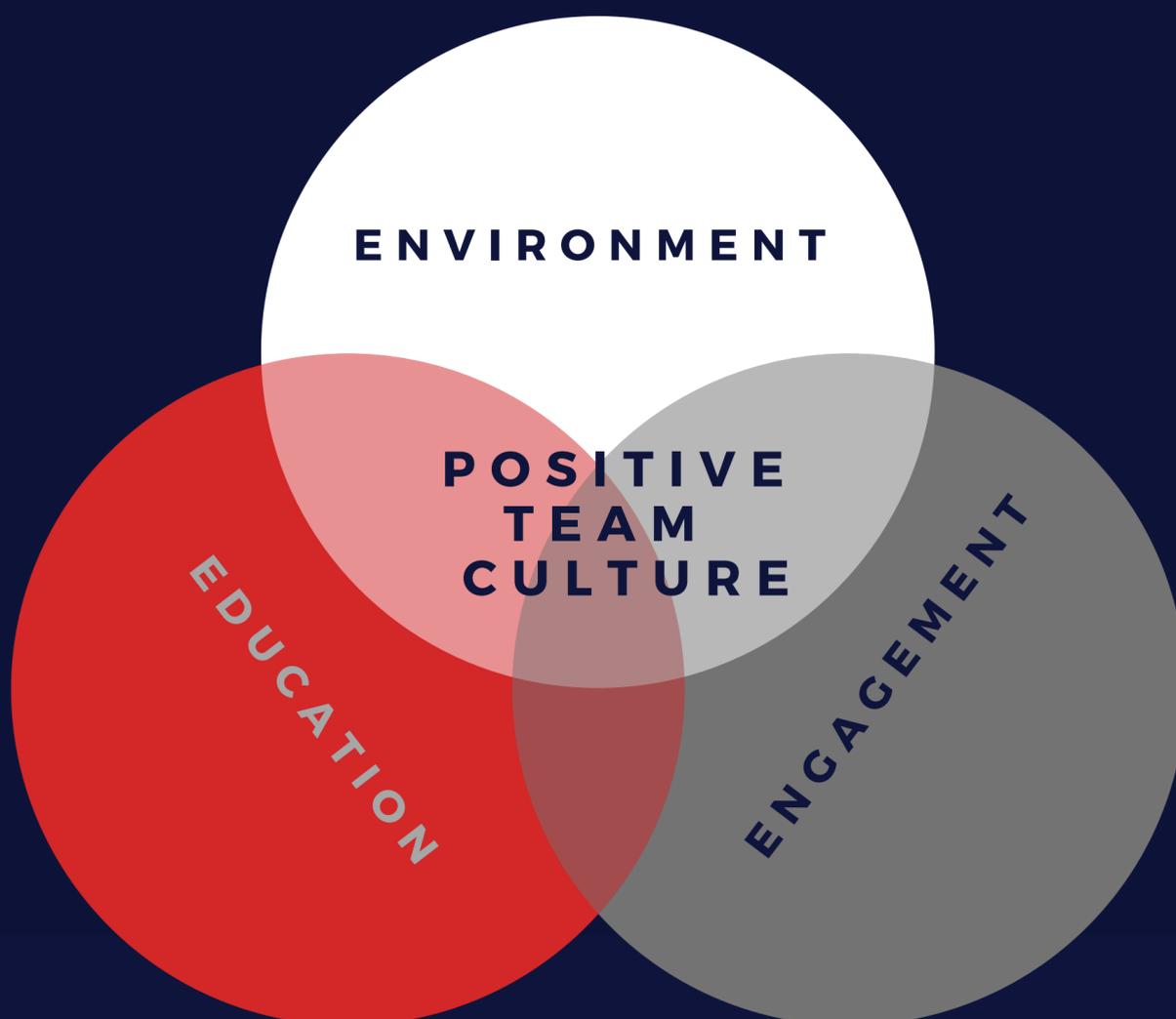
Positive Team Cultures thrive on energetic relationships and connection, promote exceptional team work, empower and inspire one another to grow and provides environments that encourages opportunities to excel.

I believe practising a positive team culture requires...

**E**ducation  
**E**ngagement  
**E**nvironment

The following guide is broken into three main chapters - Education, Engagement and Environment.

Each chapter will provide the 'nuts and bolts' of 'how to create a positive team culture for success' – some simple strategies that you can implement straight away to get you on the path to creating success for your organisation.



# EDUCATION

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## TACTICS TO SUPPORT UPSKILLING AND RESKILLING LEADERS AND EMPLOYEES DURING A CRISIS.

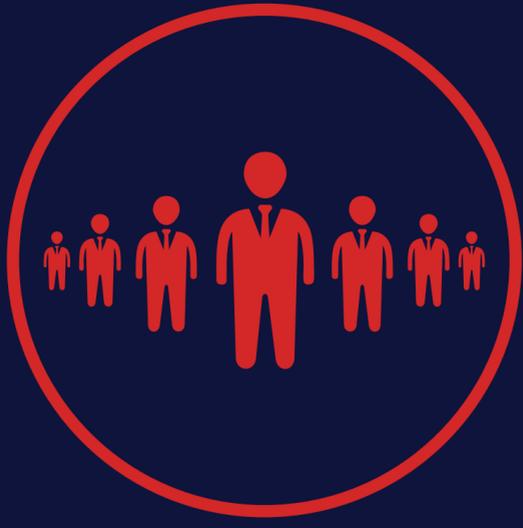
You will find career growth, opportunity and challenge in many articles by industry professionals and scholars as three leading reasons why employees stay with an organisation.

Staff like to learn to be better at what they do. The more you upskill staff, the better they will perform for you. Thus, regularly educating and training staff will lead to improved performance and a more positive work culture. The importance of upskilling staff in both hard and human skills has not changed through the pandemic. While many companies are faced with a “hiring freeze,” leaders are forced to look internally for the skill sets required to complete a job.

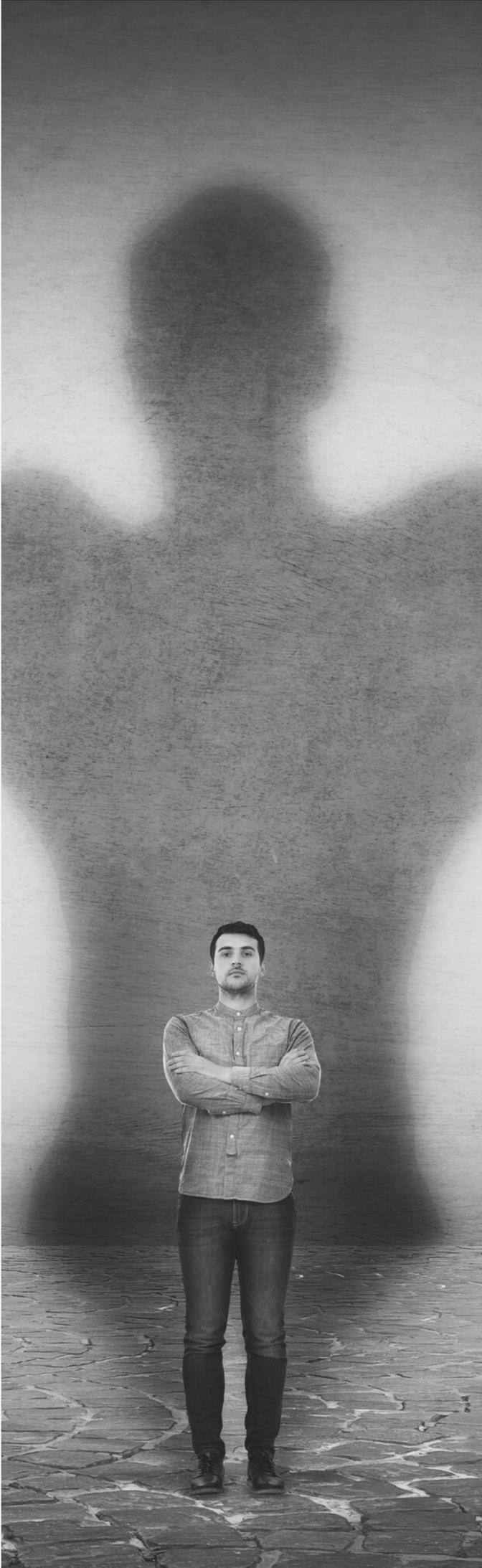
More prominently businesses are also confronted with the additional responsibility of equipping leaders with the tools to excel in the support role. Even in the most uncertain of times, the role of a manager remains the same: to support their team members. What leaders need during a crisis is not a predefined response plan but behaviours and mindsets that will prevent them from overreacting to yesterday’s developments and help them look ahead (Mckinsey, 2020).

According to a March 2020 study of 1,097 adults by VitalSmarts, 1 in 5 leaders were unprepared to manage remote teams.





# LEADERSHIP DEVELOPMENT

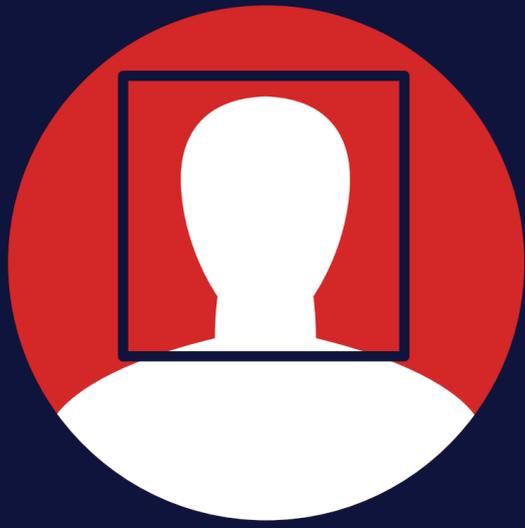


Arguably one of the most important roles within any workplace through the pandemic is strong leadership. While the easy option for many was to 'wait it out' until the pandemic began to make some sense and provide some much-needed answers, this mindset was in fact the beginning of the end for many businesses.

A state of disaster such as COVID requires leaders to act in an urgent, transparent, and iterative manner, recognising that mistakes are inevitable and correcting course — not assigning blame along the way.

With no clear playbook on how to guide teams through unfamiliar territory, there is no better time than now to provide leaders with the tools, resilience and mindset to turn a crisis into a catalyst for positive change.

Leadership development workshops can provide a safe space for leaders to share ideas, reflect on how they have recently performed, and generate new solutions. Few leaders have been tested as brutally as they have been during COVID. We know that 'practice makes perfect' and new learning is best adopted with consistent reinforcement. Well there is no better incentive than a crisis to encourage leaders to put new skills into play to support their teams to thrive and survive!



# BEHAVIOURAL PROFILING

You don't have to love every single person you work with, but you do need to respect what each person brings to the team. After everything we have been through with the adjustments COVID has bought about; it's a good time for self-reflection on the strengths you bring and how that fits in with the value that your team bring to your clients and to your company.

On a basic level, behavioural profiling is all about greater understanding. Greater understanding of yourself, your employees, and how your team can work more effectively as a unit. It can also highlight what your team may be missing to really take it to the next level.

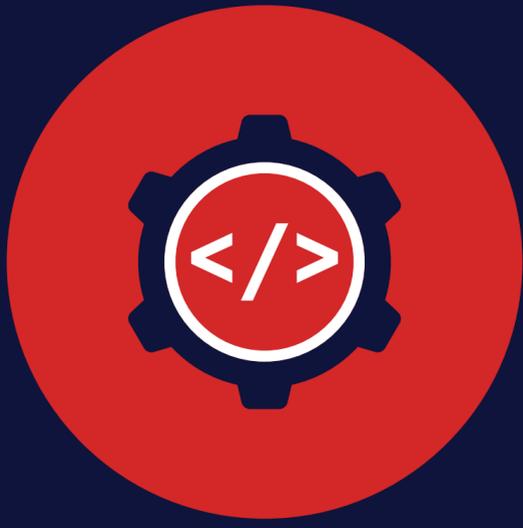
One of the best models used today for behavioural profiling is Belbin. A Belbin behaviour profile is a simple yet very clear explanation of what a person's strengths are within a team and what others within the team value in that person.

It's an incredibly effective tool for identifying who you need on which team to get a specific outcome in the fastest possible time frame and with the right amount of people.

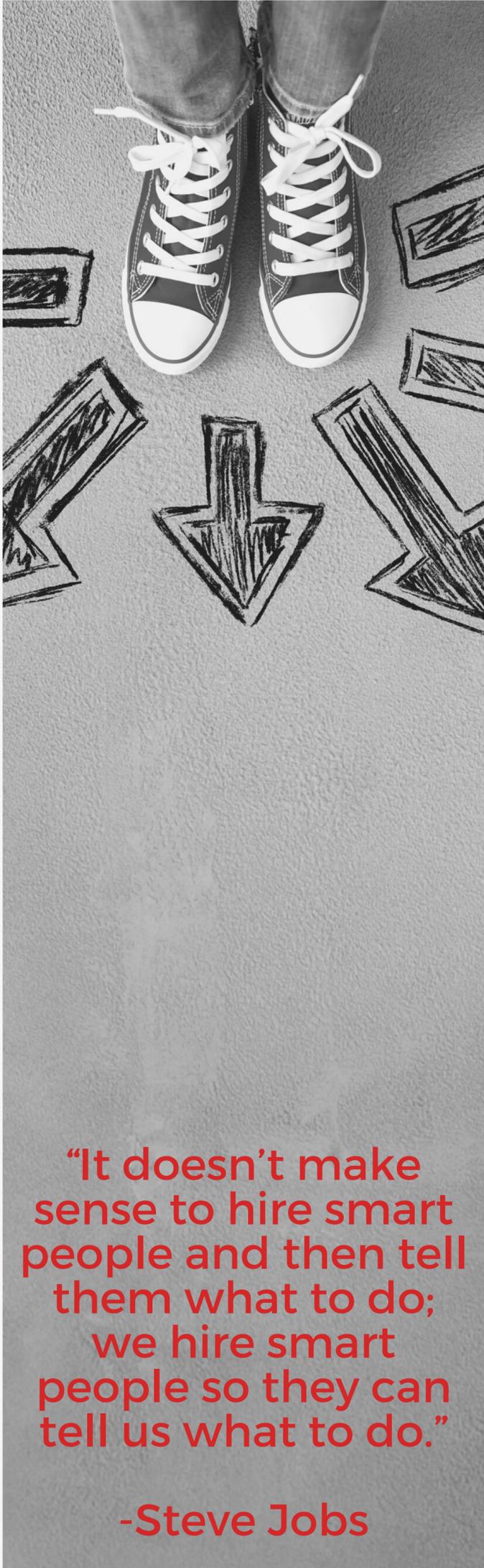
That is such an important statement, I want to highlight a few key phrases...It's an incredibly effective tool for identifying 'who you need' 'on which team' 'to get a specific outcome' 'in the fastest possible time frame' and 'with the right amount of people'.

The power of this knowledge can be used to positively impact employee job security, help build high performing teams and allow businesses the ability to fill new and emerging job roles during "hiring freezes." During a time when many businesses are seeking specific skill sets internally; investing in a tool like Belbin can support your business to continue to adapt to our rapidly changing world.





# CODE OF CONDUCT



**“It doesn’t make sense to hire smart people and then tell them what to do; we hire smart people so they can tell us what to do.”**

**-Steve Jobs**

As the world changes daily and the word ‘normal’ no longer has meaning in the workplace, many businesses are faced with unrelenting change without the chance to give the change any thought. Already dealing with the implications of climate change, digital transformation, demographic changes, artificial intelligence, and financial and political uncertainties, no one could prepare the workforce for a disruption as significant as the pandemic.

Educating employees on new policies, procedures and code of conduct is essential in reducing the impact of the pandemic on employee wellbeing. The magnitude of this task will look different for every business but at the very least many executive teams have been faced with creating completely new policies for remote working, OH&S, sick leave, travel and meeting guidelines and mental health support to name a few.

Include your team in updating these where possible so that they remain relevant to how they go about their work every day and communicate clearly the new rules and obligations that they have agreed on. Some leaders might be opposed to including their team into the process to avoid additional complexity yet the ideas that generally come out of that dialogue are often far more valuable and critical to policy adoption.

In a workplace culture, the best performing teams are the ones that have learned to work through problems and make decisions together. The importance of choice is linked with our basic human need to feel a sense of control. When an individual or team has options, they have control... put simply; by involving team members in a decision-making process, you create an opportunity for colleagues to collaborate, learn from each other, and work toward a common goal.

# ENGAGEMENT

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**TRIED AND TESTED STRATEGIES TO HELP YOU KEEP YOUR TEAM CONNECTED AND FEELING VALUED BY YOU THEIR MANAGER, LEADER OR BUSINESS OWNER.**

Engagement is a vital ingredient in creating a positive workplace culture however in times of upheaval and disruption it is easy to forget the importance of the team around us. Engagement is being involved and invested in the team you are in. It requires an attentive focus and an active willingness to work towards the goals of the team. Not physically being able to connect, touch and see people has been impacted significantly by the pandemic.

According to Deloitte, as a result of the COVID-19 pandemic, an estimated 2.7 billion people, or more than four out of five workers in the global workforce, have been affected by lockdowns and stay-at-home measures. Given these statistics, it is no wonder we may be noticing a lack of connection and engagement within the workplace

Whilst online solutions have addressed this partially; the adhoc interaction and banter encountered when physically in the presence of others cannot be replicated.





# MEASURE TEAM HAPPINESS

Management thinker Peter Drucker is often quoted as saying that “you can’t manage what you can’t measure.”

Before we get into the tools to measure team happiness let's discuss why it is so important to evaluate. Employee happiness has a proven positive impact on productivity (+45%), energy (+180%) and innovation (+300%) (2daysmood, 2020). In addition, 39% of employees say they would work harder if they were happy in their current position (2daysmood, 2020).

Measuring your team's happiness does not need to be complex or time consuming (and it shouldn't be). Simply asking team members to rate their happiness intermediately can give you enough insight to address potential concerns, surface the current mood and lift your team's happiness.

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# A SIMPLE TOOL

## **Create a 1- 5 scale**

Have fun with this and resist the urge to use the obvious 1 being unhappy and 5 being happy. As you know from my previous articles, I am an advocate for fun in the workplace and this scenario is no exception. You could relate your scale back to your company values or get creative and invite your team to create a happiness scale. At Corporate Challenge we use the FISH! Philosophy as the foundation of our happiness scale and it works a treat. Each day employees choose their attitude (one of the four key practices of FISH!) and post it in a staff WhatsApp group.

## **Choose a Time Frame**

During demanding periods, you may choose to measure team happiness daily or weekly whereas this can stretch out to fortnightly when the office vibe is a little more relaxed. The key here is to keep it simple, quick and fun so team members do not feel this is a time-wasting or daunting exercise.

## **Choose a Data Collection System**

This does not need to be extravagant and could be as simple as a communal chart put up in the office with the rating options down the vertical axis and the dates across the horizontal axis. Leave some bright coloured stickers and instructions for employees to submit. If you are working remotely, there are plenty of online tools like WhatsApp, Facebook Groups, or even some CRM's have the ability to install a mood tracker.

Like any effective tactic, taking action is the most important step. Immediately following collecting the data, address specific responses or measurements to get a deeper understand of the emotions driving the response. For example, asking what triggered a person to provide a particularly positive or negative score can provide valuable insight and at times moments of connection and understanding for the team as a whole.





# COMMUNICATE CLEARLY, SIMPLY, FREQUENTLY

During a crisis, when information is unavailable or inconsistent, and when people feel unsure about what they know (or anyone knows), behavioural science points to an increased human desire for transparency, guidance, and making sense out of what has happened (Mckinsey, 2020).

As leaders the COVID-19 pandemic presented perhaps one of the most significant challenges most of us had ever encountered... How do you provide clarity, context and answers when no such thing was available?

Upon reflection I realise that as a leader you cannot control others response to fear and uncertainty. What you can do is rely on the fundamental tools of effective communication. So how do you communicate in and during the aftermath of a crisis?

The answer..... **Clearly, simply and frequently**.... Let me explain:

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**Tip: The best leaders communicate with vulnerability. Be humble, factual, involve others and don't be afraid to admit you don't know it all. A vulnerable leader signals confidence, courage, and trustworthiness.**



# CLEARLY, SIMPLY & FREQUENTLY



## **Clearly**

In times of crisis leaders rarely have all the information or answers; do not be afraid to tell people what you do not know. Acknowledging what is still unknown builds trust and creates a calm environment.

Choose reputable sources of information and be proactive. But don't stop there; take the time to draw on research to ensure you are providing clear and up to date information. The fundamental message here is that clarity is important for many people's security; providing clarity however small can go a long way to helping people feel safe and cope emotionally.

## **Simply**

Keep all communication simple, to the point, and actionable. High levels of uncertainty, perceived threats, and fear can even lead to "cognitive freezing" (Information Society, 2004) or put simply; the more complicated, abstract, or inessential information is, the more difficult it will be for people to process it.

## **Frequently**

Communicate development regularly and be sure to repeat, repeat, repeat!

In a health crisis, repetition becomes critical: one study on how frequent repetition affects perceived risk showed that an audience needs to hear a health-risk-related message nine to 21 times to maximize its perception (Judgment and Decision Making, 2015, Volume 10, Number 3.)

Even if not much has changed, if people know you are actively trying to make progress, they will find your updates reassuring. In sharing your next steps, be as specific and tangible as possible.



## **BUILD RESILIENCE**

The companies that have best weathered the pandemic crisis have demonstrated resilience by pivoting from a business-first to a people-first perspective (EY, 2020). A people first culture that is open and transparent, encourages employees to learn and allows them to fail, is one that can build a resilient workforce.

As we see the COVID vaccine begin to roll out internationally and businesses return to operations we begin the recovery phase where we have the opportunity as leaders to shape the next 'normal.'

The ability to bounce back after a stressful situation such as the pandemic is known as resilience. As part of re-engaging our teams we need to continue to build resilience to enable an individual or team to thrive. According to Shruti Ganeriwala, HR Director, Equity & Inclusion Lead at Unilever Australia & New Zealand, "when individuals work towards their personal resilience, teams become resilient; they become open to challenges and find their own way and rhythm to deal with them productively."

Organisations can encourage their employees to build resilience by adopting the right mindset.

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**"You can't connect the dots looking forward, you can only connect them looking back."**

**-Steve Jobs**



# STEPS TO RESILIENCE

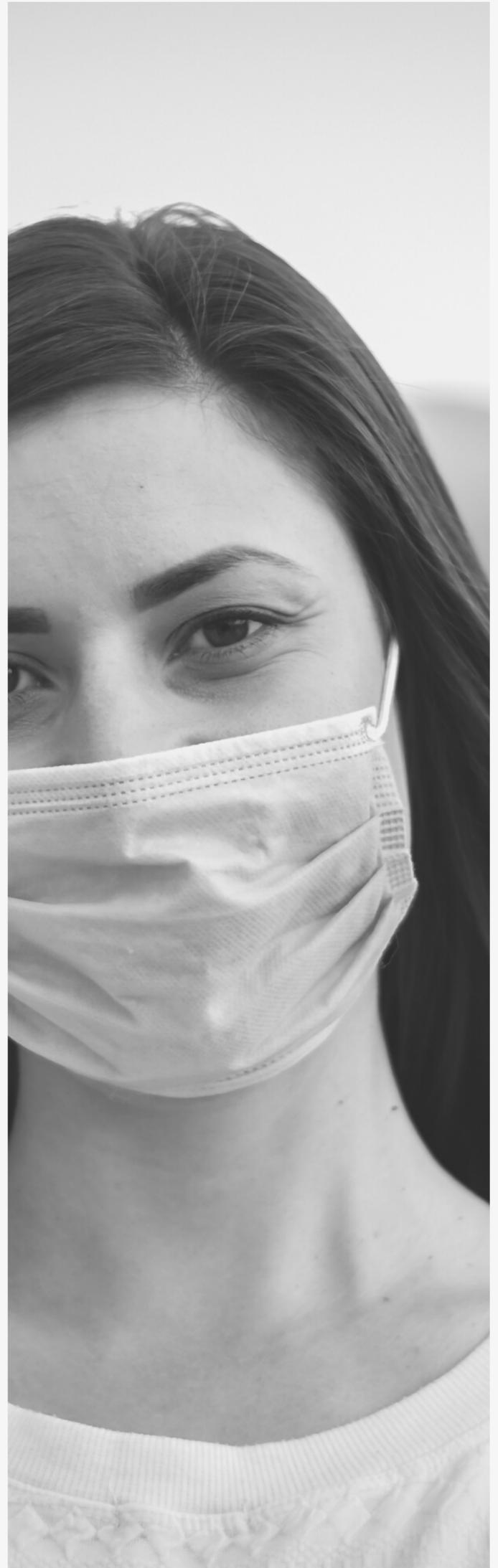
**Acceptance:** The pandemic created a significant amount of uncertainty for many. Unfortunately uncertainty tends to be followed by a fear response and we all know that fear does not provide the optimal mindset for performing clearly, efficiently or successfully. A concept that I like, developed by Chris Helder is “uncertainty acceptance”. Teaching ourselves to be ok with the uncertainty and the vulnerability that comes with this helps us navigate the challenging times.

*“I spent a lot of years trying to outrun or outsmart vulnerability by making things certain and definite, black and white, good and bad. My inability to lean into the discomfort of vulnerability limited the fullness of those important experiences that are wrought with uncertainty: Love, Belonging, Trust, Joy, and Creativity to name few” - Brene Brown*

**Learn:** The pandemic has changed things for all of us, however the assumption is that change is bad. As Plato said “Necessity is the mother of invention”. Encourage teams to use these times to learn and move forward better than before from the experience.

**Gratitude:** One of the biggest things the pandemic has done for all of us is it has allowed us to appreciate the little things in life. While our individual worlds may have changed significantly, being gracious for our mortality, our family and our friends has never been greater- a key skill to help to build resilience.

**Thrive:** Once we have chosen acceptance, taken our lessons from the experience and appreciated those around us, we can move forward and thrive with greater resilience.



# ENVIRONMENT

Environment, as the third E in creating a positive workplace culture, relates to how you feel in your workplace. When I refer to workplace, it is the everyday workplace for each individual within your business whether that is an office, the kitchen table, a vehicle or even online.

For most businesses it is the physical office environment that has been impacted the greatest by the pandemic. Working from home has provided all sorts of challenges from ergonomics such as working at the kitchen table to the increasingly blurred lines between work and personal life with many facing home schooling and other unavoidable interruptions. Additionally; a study by GetApp reported that the majority of survey respondents cited a lack of proper technology for remote work that hindered their success and productivity.

Some businesses have seen the opportunity to save costs and get more productivity from staff working from home and as such future focus has turned more to profit margins rather than a people first culture. While remote working may seem like an efficient decision it is important to note that it does come with a hidden cost to your workplace culture... let me explain.

Along with the many technological and ergonomic challenges encountered with shifting to a work from home environment comes the mental challenge each individual must face. For many people the lockdown has meant loneliness and difficulty with communication and collaboration from a work perspective; not to mention the lack of being able to mentally prepare for work every day. There's a reason why solitary confinement is used as a punishment in prisons.

Leaders have been confronted with the reality of complex human problems that must be managed from a distance and are faced with the necessity to prioritise mental health awareness and source solutions to support our people in the new workplace environment.

**“People find meaning in their daily rituals of getting ready to leave home, commuting, grabbing their cup of coffee, and filling their water bottle before sitting at their desk ” (pwc)**





## ENCOURAGE WATER COOLER MOMENTS

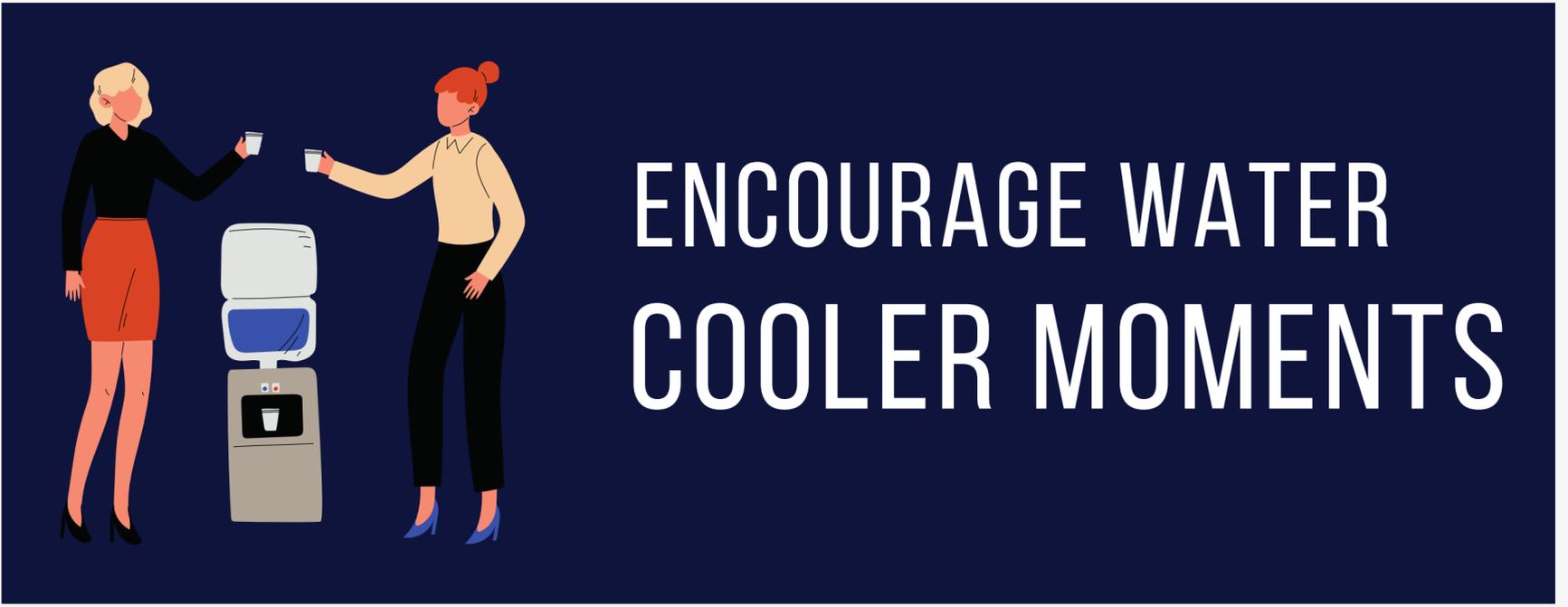
You may be wondering how encouraging my team of employees to engage in mindless reality tv is beneficial to our workplace culture?

Well far from being harmful to productivity, studies show that casual workplace conversation and no-pressure socializing actually leads to a multitude of benefits, including increased productivity and collaboration, the establishment of trust between employees, and strengthened team building and engagement (Dreamhost, 2020).

So how do you recreate these water cooler moments in a remote working environment?

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**No-pressure socializing actually leads to a multitude of benefits, including increased productivity and collaboration, the establishment of trust between employees, and strengthened team building and engagement (Dreamhost, 2020).**



# ENCOURAGE WATER COOLER MOMENTS

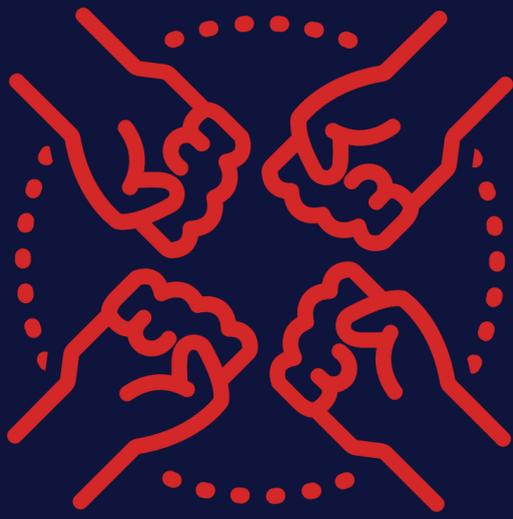


These once accidental conversations must now be scheduled... weird I know, but bear with me! Whilst it won't mean they lose their myriad of benefits; it does mean that leaders are now responsible for such office camaraderie taking place.

Try infusing a water cooler moment in your morning video conference by sending groups of employees off to break out rooms to discuss non-work-related items. Try encouraging a relaxed vibe by giving topics to discuss such as:

- One thing your team mates may not know about you.
- Something you did on the weekend that made you happy (a favourite of my teams.)
- Your latest Netflix binge worthy recommendation.

How, when and what to be discussed does not matter, the key here is to create the time and space for de-stressing with non-work-related banter.



# SCHEDULE FACE TO FACE ACTIVITIES

While many of us enjoyed the privilege of working from home on occasion, no one could prepare us for the rapid shift that took place when the pandemic forced all non-essential workplaces to continue operations from home. The Harvard Business Review describes the global coronavirus pandemic as the “most significant social experiment of the future of work in action” whilst Deloitte characterises coronavirus as “a time machine to the future”.

Over 12 months on and most of us are settled into this new normal where the commute to work consists of walking to another room or getting dressed for work means making sure your top half is presentable for a zoom call. So many leaders and organisations may be asking the question, “are face to face workplace interactions still important?”

Whilst online experiences and meetings have been a pivotal solution in preserving businesses and their team culture, they will never be a successful replacement for a face-to-face collaboration. Face to face interactions are key to building strong relationships, a priority to any workplace culture. Scheduling some face-to-face time for your team can help build trust, increase productivity, provide focus and encourage fun.

Whilst returning to the traditional office arrangement may not be viable, try scheduling some “face-to-face collaboration time” for your team to foster what the digital experience lacks. This could be in the form of a regular COVID safe team building exercise, a weekly or fortnightly in person meeting or even a monthly social event.

The days of working 9am – 5pm in the office may be behind us but as social creatures it will be a necessity for leaders to provide teams with a safe space to meet and collaborate in person.





# CREATE A SAFE WORKING ENVIRONMENT

The importance of safety, security and flexibility have become a top priority for many employees following the COVID outbreak and this is unlikely to diminish in the foreseeable future. As we see the vaccine begin to roll out internationally, many businesses are confronted with the daunting task of making their workplace a COVID safe environment.

From a legal perspective we know businesses have a duty of care to take reasonable steps to ensure the new working environment is COVID safe and OH&S compliant. As leaders, we must also consider our responsibility to our employee's mental health and the flow on affect to the workplace culture. Unfortunately, there is no magic recipe for turning on the office lights and resuming the 'water cooler moments' we know encourage increased productivity and collaboration. What we will see now is a shift in that fostering a strong sense of psychological safety will be just as important as providing physical safety.

Addressing & reducing fears will be a principal driver of success. Fear can direct our choices and push us strongly towards fight, flight or freeze behaviours; none of which are useful for us at work when we are making decisions, communicating, building ideas, collaborating, or being effective in our roles (SmartCompany, 2021).

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# TIPS TO SAFE WORKING



Tips for creating a safe working environment conducive to employee wellbeing:

- Transition employees back into the workplace in increments to encourage comfort and ease fears.
- Regularly check-in and monitor employee wellbeing using a measure and manage system.
- Be flexible and let employees have a say in their own return to work.
- Communicate clearly, simply and frequently.
- Compassion, vulnerability and empathy are key to good leadership during this transition.

The past 12 months has seen remote working enforced at the speed of light; this is not the time to give your team whiplash and rush them back to the office. Be patient and re-evaluate the process as you go, it will take some time before employees become adjusted back into this environment and feel comfortable once again.

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# GETTING OUT COVID CULTURE CRASH

## A CLOSING NOTE

Behind all of the above was one of the most significant changes seen in business to date.... mindset. Businesses both large and small were not immune to the uncertainty created by the pandemic. With uncertainty comes fear and with fear comes the need for answers. Unfortunately, in such a situation providing answers in an effort to relieve the uncertainty is not possible. This is where many leaders were challenged the most, as the fear within their teams placed additional pressure on leaders to provide clarity in a world that was anything but clear.

Looking closer at the mindsets chosen by leaders and employees we can see a clear disconnect; and unless this becomes aligned CULTURE has little chance of survival. In the FISH! philosophy we talk in detail about the ability to “choose your attitude” and when we become AWARE enough to recognise that we have the ability to CHOOSE how we react to a situation we can change lives, situations and cultures very quickly. I feel that through the pandemic the fear clouded people’s ability to be aware and respond accordingly.

In “Avoid the COVID Culture Crash” I spoke about providing clarity and keeping the team informed “to the best of your ability”, month by month or week by week if needed. As a leader this is your role, no matter the difficulty, providing some sort of shining light amidst the darkness is what your team need from you. In my experience it’s not necessarily what is said but more the fact that you keep the communication going.

Changing the conversation from “what” (what will happen, what if, etc etc ) to “why” (why do we do what we do) and “how” (how can we support others) gives your team a sense of direction and purpose even in difficult times. Simon Sinek talks about the difference between happiness and fulfilment. In a pandemic we need to change our focus from “what’s making us unhappy” to “how to remain fulfilled.”



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As a team of experts, we never profess to know it all and despite our years of knowledge and experience the pandemic presented us with culture crashes we were unable to fix; our own being one of our greatest challenges to date. The reality is there is no black and white solution. Transparency, communication, honesty, and vulnerability coupled with support and the tactics outlined above are some of the key ingredients to recovering your workplace culture.

As leaders it's easy to fall into the trap of trying to manage a culture, instead you should be managing the behaviours that shape it—encouraging, discouraging and fostering behaviours that demonstrate the values and norms you want to reinforce in your organisation. As a leader through the pandemic I now realise creating clarity wasn't about having all the answers, but giving into to the basic human need for transparency, guidance, and support.

This pandemic left many leaders realising our own vulnerabilities, and highlighted our unpreparedness to manage such situations. For 25 plus years' I had successfully led high performing teams and suddenly I too found myself looking for a playbook or guide to help me through. I was being asked questions I simply did not have the answers too and as the pandemic grew out of control so did my team's culture and my own vulnerability.

Upon reflection and I'm not just referring to revisiting the experience but a deep investigation into the events that took place and how my leadership played a role I realised the ability to sit with that vulnerability and accept that we won't always have all the answers is okay. Rather than looking for instruction, being able to rely on our experience, belief and knowledge to communicate openly and honestly is exactly what leadership is all about. For many leaders this was an opportunity to “recognise that uncertainty is a permanent part of the leadership landscape. It never goes away” – Andy Stanley



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# CONTACT MY TEAM ANYTIME

THE AWESOME PEOPLE BEHIND WHAT WE DO



If you would like more information on any of these strategies, you are most welcome to contact me or any of my team at Corporate Challenge Events.

We are focused on creating positive team cultures! We can provide further advice, or deliver a team building program or team building workshop for you!

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