



APPLICATION GUIDE – July 2020

Leading in Times of Disruption, Part 2

BOTTOM LINE:

In times of disruption, your voice is more important than your words, your presence is more important than your presentation, and clarity is the next best thing to certainty.

KEY TAKEAWAYS:

Three Essentials When Leading Through Disruption:

1. During Disruption: Your voice is more important than your words.
 - People need to hear your voice. It is not enough for them to read your words. Email and texts are for normal times, but in times of disruption, people need to hear your voice.
2. During Disruption: Your presence is more important than your presentation.
 - Preparation has to take a backseat to our presence. Show up more often than normal—even if you're not prepared.
 - Your people need to know you're feeling what they are feeling.
 - *"No one has ever left a company because the leader overcommunicated or communicated too often."* – Patrick Lencioni
3. During Disruption: Clarity is the next best thing to certainty.
 - People crave certainty. As leaders, you cannot provide certainty, but you can provide clarity. If you promise certainty and don't provide it, you lose credibility.
 - Uncertainty causes panic. Clarity addresses uncertainty. It doesn't remove it, but it addresses it.

Three Ways to Provide Clarity

1. Be honest.
2. Don't pretend.
3. Don't exaggerate.

The Stockdale Paradox:

"You must never confuse faith that you will prevail in the end—which you can never afford to lose—with the discipline to confront the most brutal facts of your current reality, whatever they might be." —Admiral Jim Stockdale

QUESTIONS FOR REFLECTION OR TEAM DISCUSSION:

1. During disruption, do you find yourself overcommunicating or the opposite? What can you do to help ensure your team feels like leadership is not withholding information from them?
2. Have you ever been in a situation where a leader promised certainty but didn't provide it? How did that change your view of that leader? How can you be sure you're providing clarity for your team and not promising certainty?

RESOURCES:

Good to Great by Jim Collins