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Catapult Institute Workshop

Keeping Your Team Engaged

How leaders can keep their teams engaged in difficult times

Tuesday, April 20, 2020 | 10:30AM – 12:00PM

Facilitator: Don Crocker
Senior Fellow, Support Center

Presented by:



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Special Thanks





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**Catapult Institute Virtual Workshop:
How to Engage Donors and Raise Emergency Funds During the
Covid-19 Crisis**

Facilitator: Amy Eisenstein

Wednesday, April 29, 2020
10:00AM – 11:00AM

Details & Registration:

<https://gruninfoundation.org/eventbrite/?event=102993185390>

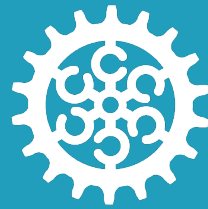
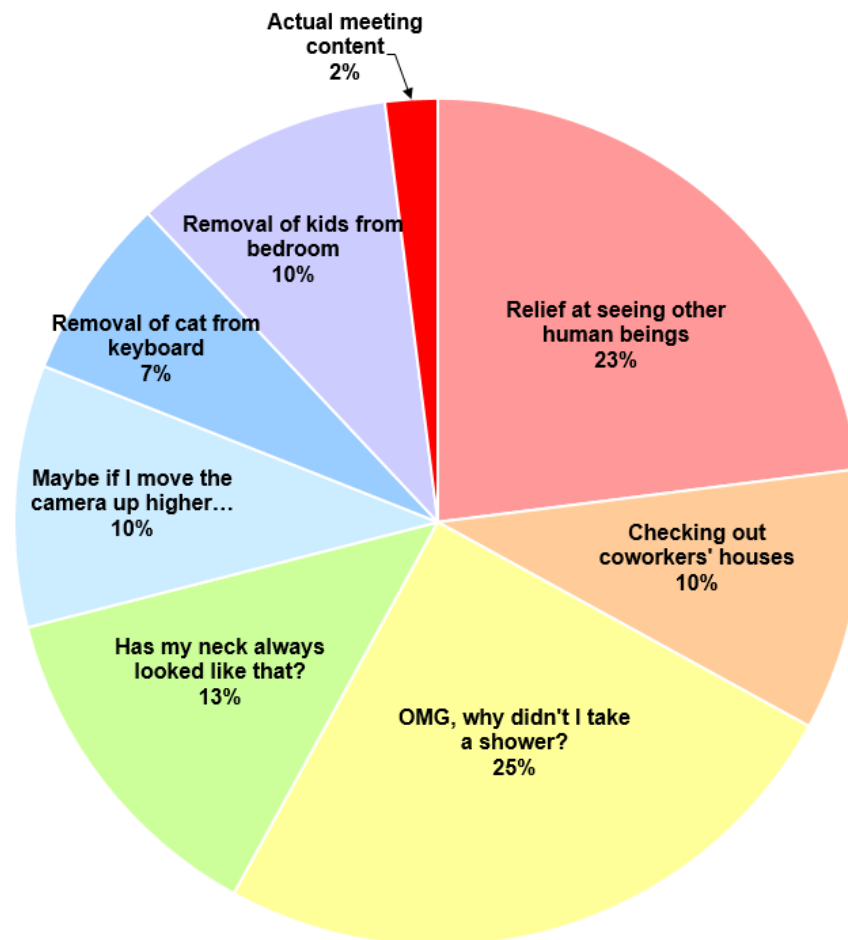


Diagram of Zoom Meeting Attention Span



Keeping Your Team Engaged

How leaders can keep their teams engaged in difficult times

Today's Focus:

- ☐ *Hear research on what employees need from their leaders amidst this crisis.*
- ☐ *Learn about approaches that foster “psychological safety” in teams and keep team members engaged.*
- ☐ *Connect and share with other leaders facing similar challenges and opportunities.*





Three Phases of Change/Transition

William Bridges, Managing Transition

Phase 1 Ending Zone

Denial
Anxiety
Shock
Confusion
Uncertainty
Resentment
Sadness
Anger
Fear
Blame
Grief
Maybe some optimism

Identity: Have to let go of who we were in the old situation

Phase 2 Neutral Zone

Undirected energy typified by
Confusion, Anger, Fear,
Frustration
Extreme Anxiety
Skepticism,
Apathy
Isolation
Dislocation

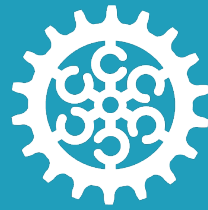
Some Optimism,
Discovery, Creativity

Identity: Not who we were –
Not yet who we will be

Phase 3 New Beginnings

Commitment
Enthusiasm
Trusting
Excitement
Relief/Anxiety
Hopeful/Skeptical
Impatience
Acceptance
Realization of loss
Grief

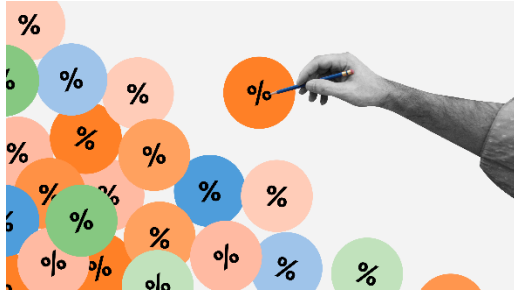
Identity: Begin to identify
with the new ways



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Bridges Theory of Transition



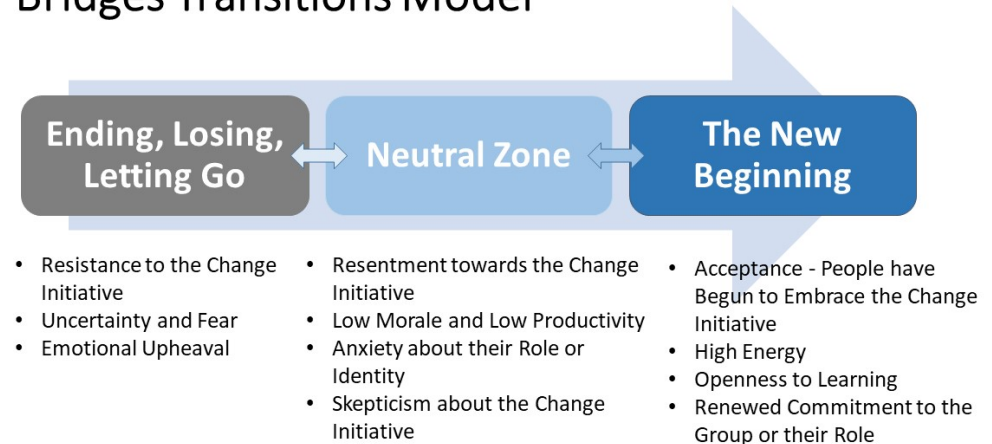


Take the Poll *(It's anonymous)*

In what phase are you currently seeing MOST of your team members?

1. Ending Zone
2. Neutral Zone
3. New Beginnings Zone

Bridges Transitions Model



Navigating Change & Transition

Excerpted & Adapted from "The Fearless Organization" (Edmondson); Gallup: and Managing Transitions (Bridges)



1. **Accept & compassionately acknowledge the reality of subjective losses**
2. ***Communication* - give team members information, & do it again, & again**
3. **Create & share your *leadership narrative* of optimism and hope.**
4. **Establish by word and example that this is a time to *step back* & take stock**
5. **Support creativity, discovery, innovation, and *learning***
6. **Resist the temptation to rush toward certainty and closure**
It's okay that you "don't have the answer"



COVID-19: What Employees Need From Leaders Right Now

Adapted from Gallup

Suggested steps to lower worry and build confidence

- 1. Build a short-term plan of action with your key employees**
- 2. Keep everyone informed – communicate early and often**
- 3. Make space for listening & demonstrate caring about your team's well-being**
- 4. Encourage employees to tell you what they need to do their job effectively**

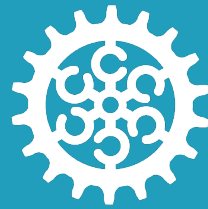
“A key predictor of low worry and high confidence is whether each employee believes, and experiences, that the organization is looking out for their best interest.”

Small Group Break-Out Discussion

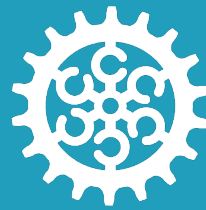


What are you currently doing to help your team members stay engaged with you and your mission?

What actions are you planning to take to keep your team members engaged with you and your mission?

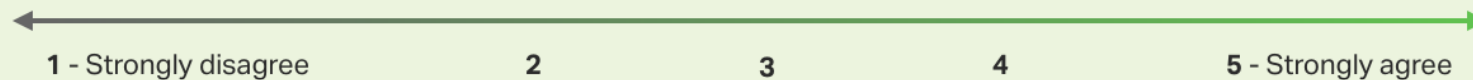


- **Psychological safety** is being able to show and employ one's self without fear of negative consequences of self-image, status, or career.
- **Psychological Safety** is critical to employee engagement in a VUCA (Volatile, Uncertain, Complex, & Ambiguous) environment



COVID-19 Leadership Audit

Please think about the recent impact of the coronavirus (COVID-19) on your job and indicate your level of agreement or disagreement with each of the following statements.



My employer has communicated a clear plan of action in response to the coronavirus (COVID-19).

I feel well-prepared to do my job.

My immediate supervisor keeps me informed about what is going on in my organization.

My organization cares about my overall wellbeing.

Over the past 24 hours, how often have you been practicing social distancing?





WHAT'S THE DIFF? Trust and Psychological Safety

Psychological safety is the belief that your environment is safe for interpersonal risk-taking. It's similar, but slightly different from, trust.

TRUST

Will **YOU** give others the benefit of the doubt when you take a risk?



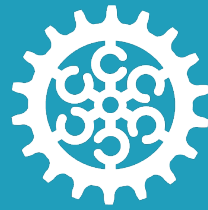
"Bob is probably going to freak out if I disagree with him."

PSYCHOLOGICAL SAFETY

Will **OTHERS** give you the benefit of the doubt when you take a risk?



"My team expects me to speak up. It's how we do things."



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Gallup's 5 Common Elements people need to ***thrive*** in their lives
(consider which can you have an impact upon and how you might do this?)



Career: liking what you do each day and being motivated to achieve your goals

Social: having supportive relationships and love in your life

Financial: managing your economic life to reduce stress and increase security

Community: liking where you live, feeling safe and having pride in your community

Physical: having good health and enough energy to get things done daily

<https://www.gallup.com/workplace/215924/well-being.aspx>



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Resources for Nonprofit & Philanthropic Leaders

From the Center for Nonprofits New Jersey

<https://www.njnonprofits.org/COVID-19.html>

Includes: Funding: Grants/Loans and Government Relief, COVID-19 Precautions and Information

Funding: NJ Relief Funds and Philanthropic Response, Help for Individuals

From the Support Center:

Nonprofit COVID-19 Resources

<https://supportcenteronline.org/resources/nonprofit-covid-19-resources/>

Support Center Upcoming Webinars:

<https://supportcenteronline.org/workshops/>

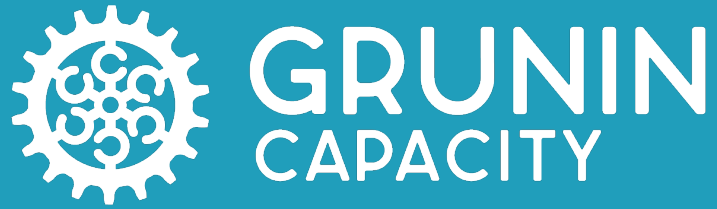
From Gallup:

COVID-19: What Employees Need From Leadership Right Now

<https://www.gallup.com/workplace/297497/covid-employees-need-leaders-right.aspx>

Crisis Communication: How Great Leaders Stop Rumors Before They Start

<https://www.gallup.com/workplace/297545/crisis-communication-great-leaders-stop-rumors-start.aspx>



Resources for Nonprofit & Philanthropic Leaders

Employee Engagement/Transition Management Resources:

William Bridges:

Managing Transitions: Making the Most of Change

<https://www.amazon.com/Managing-Transitions-Making-Most-Change/dp/0738213802>

Amy C. Edmondson

The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth

<https://www.amazon.com/Fearless-Organization-Psychological-Workplace-Innovation/dp/1119477247>

Gallup

Employee Engagement Articles/News

https://news.gallup.com/topic/employee_engagement.aspx