



**CAREER COMPASS**

Steer Your Career. Accelerate Our Mission.

# How To Navigate A Crisis

Participant Workbook

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# Introduction

## Objectives:

- To understand how to lead, not manage, a crisis by focusing on the human aspect and ensuring clear communications.

## Agenda:

1. Leading vs. Managing Through a Crisis
2. How to Lead Employees Through a Crisis
3. How to Communicate During a Crisis

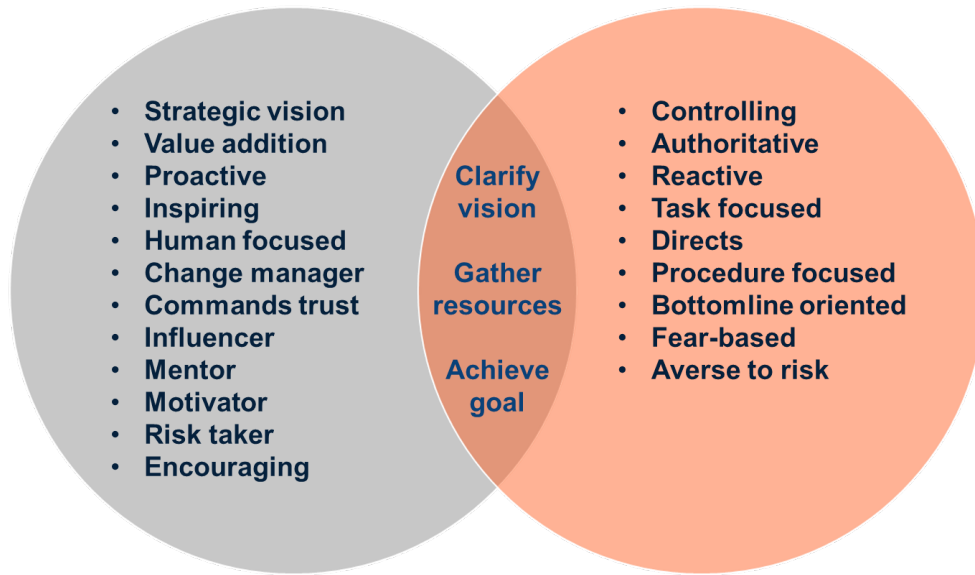


# Managing vs. Leading

**Managing** involves supervising or overseeing a team or a group of people to achieve a desired result.

**Leading** is about the ability to drive results, set the vision and share it, create an environment of success, and remove obstacles. (Judy Marks, CEO, Otis Elevator)

***What skills differentiate leaders from managers? Use the space provided here to capture your response.***



## How to Lead Employees Through a Crisis

### Points To Remember:

- Appreciate your team
- Provide personal support
- Delegate more
- Trust your team and share responsibilities
- Meet often to build a strong bond

***Have you faced a crisis at work where you had to lead employees through a crisis? What do you think are some key behaviors a leader should exhibit during a crisis? Use the space provided here to write your reflections and thoughts.***

## Key Behaviors When Leading a Crisis

### Acknowledge Reality

#### Be Honest

- Tell the truth
- Be honest when sharing information, even if it's to your disadvantage
- Use truthful nonverbal communication

#### Communicate Openly

- Talk to your team members in an honest, meaningful way
- Listen deeply for what's being said, and also what is *not* being said
- If you have important or relevant information, share it immediately with the team
- Meet face to face regularly

### Instill Purpose

Purpose is like the roots of a tree. Strong roots — strong purpose — provide the tree with nourishment, good health, and the ability to sustain itself. If the roots go deep, your tree, and its entire corner of the forest, will prosper.

But if roots are shallow, and starving — because you never feed them with purpose — eventually, your tree will fall down. And it won't just fall down by itself. It'll take other trees down with it.



## Manage Emotional Intelligence

<b>SELF-AWARENESS</b> <ul style="list-style-type: none"><li>• Emotional self-awareness</li><li>• Accurate self-assessment</li><li>• Self-confidence</li></ul>	<b>SELF-MANAGEMENT</b> <ul style="list-style-type: none"><li>• Self-control</li><li>• Transparency</li><li>• Adaptability/Initiative</li></ul>
<b>SOCIAL AWARENESS</b> <ul style="list-style-type: none"><li>• Empathy</li><li>• Organizational awareness</li><li>• Service orientation</li></ul>	<b>SOCIAL MANAGEMENT</b> <ul style="list-style-type: none"><li>• Inspiring/developing others</li><li>• Conflict management/collaboration</li><li>• Change catalyst</li></ul>

*Use the space provided here to capture your reflections and thoughts.*

## 4 Domains and 12 Competencies

Domain	Competency
<b>Self-Awareness</b>	<ul style="list-style-type: none"> <li>Emotional self-awareness</li> </ul>
<b>Self-Management</b>	<ul style="list-style-type: none"> <li>Emotional balance</li> <li>Adaptability</li> <li>Achievement orientation</li> <li>Positive outlook</li> </ul>
<b>Social-Awareness</b>	<ul style="list-style-type: none"> <li>Empathy</li> <li>Organizational awareness</li> </ul>
<b>Social-Management</b>	<ul style="list-style-type: none"> <li>Influence</li> <li>Coach and mentor</li> <li>Conflict management</li> <li>Teamwork</li> <li>Inspirational leadership</li> </ul>

## Team Emotional Intelligence



To study and identify the elusive group dynamics that characterize high-performing teams in detail, MIT's Human Dynamics Laboratory developed electronic badges which could be worn by the employees.

They are able to generate more than 100 data points a minute and work without any hindrance to capture the natural behavior of the various team members.

The kind of data points being captured include:

- Tone of voice
- Body language
- How much they talk, listen, and interrupt
- And more

MIT employed these batches in 21 organizations over a period of 7 years to measure communication patterns of about 2500 people over a period of up to 6 weeks.

## Key Findings

### High-Performing Teams:

- Talk and listen in equal measure (and keep their comments short and sweet)
- Face each other when they're talking
- Interact with all other team members
- Carry on side conversations
- Go outside the team for new information

# How to Communicate During a Crisis

## Clarity of Communication

### Ask yourself three questions:

- What communication method was used?
- How was my communication received and perceived?
- What might the other party's story be?



*Use the space provided here to write your reflections and thoughts.*

### **Filling the Gaps**

- Approach people with openness and find out where the communication gap occurred.
- Listen carefully and address the situation as quickly as possible.

### **Final Reflection**

- What is something new you learned today?
- What is the most important tip you will share with a co-worker that wasn't able to attend today?

*Use the space provided to capture your response.*

## Contact Information

**BD17 Contact Information:** Write to us! We are always seeking to improve our learning and development products and encourage your feedback. Please email us with your suggestions and we will incorporate them into future work. Additionally, we are available to answer any questions about the content you may have and provide additional resources to support your learning endeavors.

- [NAVFACHQTotalForceDevelopment@navy.mil](mailto:NAVFACHQTotalForceDevelopment@navy.mil)

## Development Resources

**Career Compass Resource Center:** An online source of information that provides NAVFAC civilian employees access to professional growth and development opportunities.

- <https://www.navfac.navy.mil/ccrc>

To access more content specific to the **Decisiveness** competency:

- <https://www.navfac.navy.mil/decisiveness>

**Career Compass Catalog:** an online tool which provides you with information to help you take ownership of your professional development. It identifies options to assist in planning and creating a successful career path within NAVFAC.

- <https://www.navfac.navy.mil/ccc>

## Course Credit

You will receive credit for participating in this course. Email the address below. Make sure to include all the following information:

Component	Include in Email
<b>Address</b>	W_NAVFAC_PRTN_NITC_NFI_ADMINS_US@navy.mil
<b>Email Subject Line</b>	Self-Certification – How to Navigate a Crisis
<b>Course Name</b>	How to Navigate a Crisis
<b>Course Completion Code</b>	Code will differ for the live versus recorded webinar and will be available at the end of each respective course.