


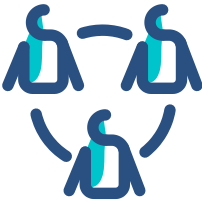



5 C's of Leading During a Pandemic

Give People Clarity 	Do Keep staff up to date with clear, accurate and essential information. Make quick decisions, but remember to invite communication re: impact. Make clear written talking points for supervisors to ensure consistency. Follow up hierarchical decisions with inclusive conversations re: impact.
	Don't Don't use too many words or assume people have same information.

Build Team Cohesion 	Do Reinforce that everyone holds a piece of the puzzle. Reinforce that "all of us is better than one of us." Trust and support others to speak vulnerably and freely.
	Don't Don't reinforce tendencies toward self-interest. Don't say "I" more than "We."

Connect With Your People 	Do Be human, present, & available. Connection is central to healing. Practice relational leadership. Listen carefully and address concerns. Show care and concern before challenging others to grow or stretch.
	Don't Don't move too fast into problem-solving before connecting.

Communicate 	Do Communicate early and often. Use 3 R's: Review, Repeat, Reinforce Communication must clear, constant, consistent, multimodal. Give talking points to all levels of supervisors for consistent messaging. Use predictable methods: e.g regular check-ins, huddles, or email blasts.
	Don't Don't assume people know or can provide same information to others.

Have Courage 	Do Be positive, proactive, and honest. Be definitive and take responsibility for your actions. Prioritize progress over perfection.
	Don't Don't blame others for mis-steps. Don't fall into analysis paralysis.