TIPS FOR MANAGING CRISIS AND DISRUPTION

As we mark the 10th anniversary of the February earthquake in Canterbury, NZ we share ten key lessons we have learnt through our years of research and working with organisations to build their resilience. Our tips also draw on the data we have gathered from thousands of businesses impacted by the Canterbury earthquakes, by COVID-19, and other national and international disruptive events.

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TAKE CARE OF YOUR LEADERS

Resilient ORGANISATIONS

You can't pour from an empty cup.

Unknown

Look after your leaders - it helps your organisation recover and thrive

Leading through disruption, especially a long-running event such as COVID-19, or recovering from the Canterbury earthquakes requires significant time and energy. Leaders often have to manage business viability while supporting staff and customers to cope with stress.

Leaders need to have time off, have enough sleep, eat well, and have a supportive network around them – family, friends, colleagues.

Boards and colleagues have a key role in this encouraging this.

Spread the load - adopt a devolved style of leadership

Leadership can come from unexpected places.

Organisations with high resilience tend to adopt a devolved style of leadership.

Empowering the leadership of many rather than one ensures that issues can be dealt with promptly. This will reduce the potential for leader burnout.

Build managers who can lead and support their team

In post-earthquake Canterbury our research group found that levels of staff engagement depended more on the leadership qualities of their line manager than on senior leadership decisions.

Make sure that line managers have the understanding and skill to offer both practical and emotional support to their teams. Spend time with them pre-crisis and post-event to support them in being both effective managers and good leaders.

Check out these free resources on leading through disruption:

- Chaos to Teamwork: A Leaders Role in Crisis
- Leading in Disaster Recovery: A Companion through the chaos

Available to download from resorgs.org.nz/resilience-booklets

We work with a talented group at the ODI who can develop tailored programmes to look after your leaders.

Get in touch to chat about how we can help.

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