

# 10 REFLECTIVE PRACTICES OF HOW AIB ARE LEADING THROUGH A CRISIS

## ONE OF THE MAIN CHALLENGES ORGANISATIONS FACE AT THE MOMENT IS THE SCALE OF DISRUPTION TO OUR LIVES.

The delineation between home and work life has been temporarily eradicated. That means it is important to address the wellbeing of your staff, now more than ever. Ideally, your staff will truly get to know who you are, why your leadership is integral to the success of the venture.

Now is also the time to ensure that your values are articulated, acted upon and known. Agility needs to be part of the fabric of your organisation Remember that trust built now is trust into the future. Here are things that you can do now!



# 01

### REAFFIRM YOUR ORGANISATIONAL PURPOSE

Know your organisational 'North Star' Make sure that you are clear about who you serve, what you provide to them and why that is valuable

### REAFFIRM YOUR VALUE PROPOSITION

Stick to your core values and strategy – now is not the time for panic  
Be clear about the guiding values of the organisation  
Ask yourself whether you live up to the promise that you state  
Analyse whether your customers can also cling to these values in times of crisis?

# 02

### LINK YOUR PURPOSE AND VALUE TO ACTIONABLE BEHAVIOURS

Consider restricting key decision making to a small group, this will ensure clarity and certainty while keeping people focused on principles and what guides those decisions  
Make sure that you invest in the equipment and environment that enables your staff to focus on their work  
Remember that now is the time to shape the organisation the way that you would like it to

# 03

### YOUR LEADERSHIP STYLES ARE YOUR SUPERPOWER

Make sure that you demonstrate kindness through your acts and interactions  
BE open, present, transparent, honest – now is the time to hone your empathy  
Be prepared to show a little bit of vulnerability  
Acknowledge that you don't have all the answers, AND that you are willing to listen  
Include your staff in things that they might not have been part of before

# 04

### DEVISE A 'DISRUPTION' AND COMMUNICATION STRATEGY

Be prepared to let go of how you thought the worked. It isn't going back to that so use this time to create something with legacy.  
Be communicative and inclusive – and clear about how decisions are made  
Communicate your mandate to test ideas across the organisation and be willing to learn fast

# 05

### HELP STAFF TO COMMIT TO 'TURNING UP'

Ask how others are and make sure that you acknowledge how they feel  
Acknowledge the value of team companionship and find ways of maintaining it through other channels.  
Let go of being productive, be prepared for exhaustion everyday  
Be kind to yourself and your team  
Think about how you can influence staff in a different way – now is not the time for biscuit jars and modern offices – what value can you provide them to ensure they feel connected?

# 06

### TIPS FOR BRINGING IN NEW STAFF

New staff will miss out on developing informal peer relationships at this time  
Help them to be present, share their insights, be curious and ask questions.  
Make it clear that now is not the time for huge change from day 1- they have time, they don't have to set the world on fire today  
Acknowledge what they do share so as to create trust and the foundation for longer term understandings of the value they can bring

# 07

### KEEPING IT NORMAL – BALANCING PARALYSIS AND PANIC

Be deliberate in how you communicate a sense of urgency in association with normality  
Be careful of instinctive fear – it can be caught by others  
Remember that transparency engenders confidence that things are not out of control  
Accept the obligation to package up the environment as it stands and create momentum from it.

# 08

### EMBRACE AGILITY AND DELIBERATE RISK TAKING

Be open, inclusive and inviting to new ideas  
Enact and support quick, continuous, efficient decision making  
Harness inbuilt fears and use them as an opportunity to change  
The cost of deviating from normal has gone – bold thinking and action are now critical

# 09

### RUN THE MARATHON NOT THE SPRINT

Don't be blind to the constraints that we need to maintain continuity in the business – that means that you need to acknowledge the stressors of the situation and work together to find meaningful ways of delivering over time  
Explore mechanisms for collective decision-making – this builds confidence in the integrity of the leadership team

# 10

**Finally, now is the time to make clear the importance and value of being good citizens to the organisation and beyond.**