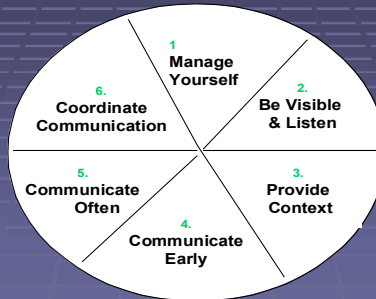


# McNally & Associates

## Leadership during UNCERTAINTY



Leadership Practice	Key Points	Coaching Questions
1. Manage Yourself	<ul style="list-style-type: none"> <li>➤ Mindset: hold &amp; express both negative &amp; positive in balanced way . . . think what's possible?</li> <li>➤ Inspiration - positive future</li> <li>➤ Breathe - <b>"power of pause"</b></li> </ul>	<p>1. How skilled are you at balancing the negative aspects of current reality with positive vision of the future? What skills do you need to improve? What assumptions might be challenged?</p> <p>2. How comfortable are you at dealing with difficult issues, particularly negative emotions - others &amp; your own? What can you do to improve?</p>
2. Be Visible & Listen	<ul style="list-style-type: none"> <li>➤ Step up - face time</li> <li>➤ Acknowledge emotions &amp; focus on meaningfulness of work</li> <li>➤ Encourage dialogue</li> </ul>	<p>1. How do you know you listen deeply?</p> <p>2. What do you notice in yourself when someone's upset?</p>
3. Provide Context	<ul style="list-style-type: none"> <li>➤ Set the scene</li> <li>➤ Here's what I know. . . This is what's changing. . . What I don't know. . . To get more info . . .</li> <li>➤ Acknowledge contributions &amp; patience</li> </ul>	<p>1. What challenges do you have setting context?</p> <p>2. How will you know you've provided enough?</p>
4. Communicate Early	<ul style="list-style-type: none"> <li>➤ Sooner is better</li> <li>➤ Share openly</li> <li>➤ Don't "protect" or "parent"</li> <li>➤ Involvement</li> </ul>	<p>1. Are you trying to "protect" your staff?</p> <p>2. Are you withholding information - or time for conversation - or avoiding concerns . . .because it's difficult for you?</p>
5. Communicate Often	<ul style="list-style-type: none"> <li>➤ Leverage usual meetings</li> <li>➤ Plan extra meetings wisely</li> <li>➤ Use impromptu opportunities</li> </ul>	<p>1. Do you routinely leverage time?</p> <p>2. Have you engaged other leaders in this effort?</p>
6. Coordinate Communication	<ul style="list-style-type: none"> <li>➤ Key messages</li> <li>➤ Timing</li> <li>➤ Involve others</li> </ul>	<p>1. Do you have a communication plan?</p> <p>2. How will you know it's effective?</p>

### Things to think about. . .

- ✓ Adults have a wealth of experience. New concepts must fit into an existing context . . . to be seen as relevant . . . valuable.
- ✓ It is important to let go of trying to control other people's reactions.
- ✓ "If we are to have new knowledge, we must have a whole new set of questions."