



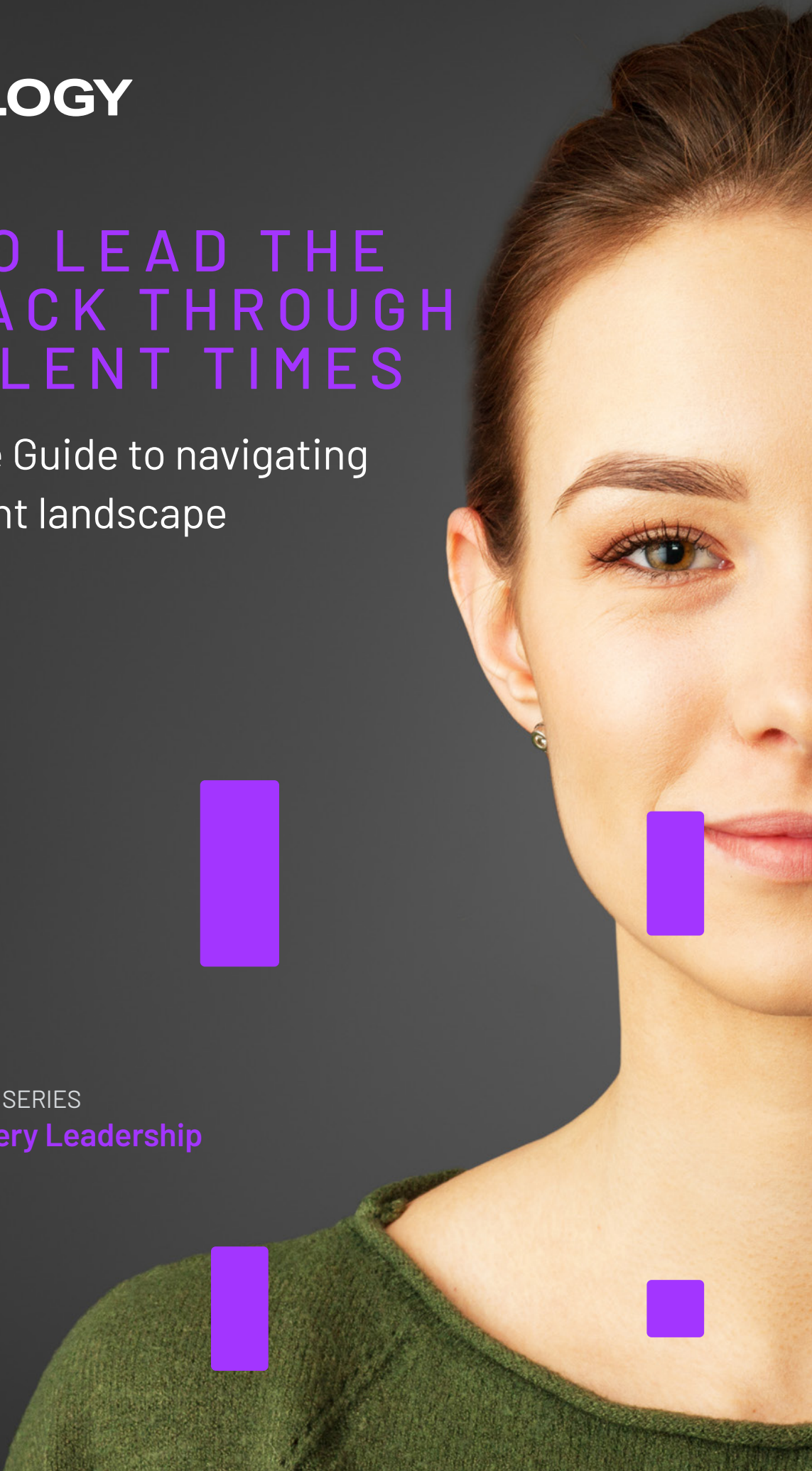
HOW TO LEAD THE WAY BACK THROUGH TURBULENT TIMES

The Ultimate Guide to navigating the new talent landscape



THE ULTIMATE GUIDE SERIES

Crisis and Recovery Leadership



There was no training to prepare leaders for this.

At this moment, employees are turning to their leaders for direction, communication, and clarity. The way leaders responded in the immediate wake of the crisis and how they continue to forge forward will largely determine if their organizations simply survive or come out thriving on the other side.

Effectively leading in times of crisis is not about just getting through, it is also about getting better. It requires looking ahead, anticipating what might be next, and intentionally setting the stage for success in a new business context. Whether it's as local as a company restructure or as vast as a worldwide event, crisis situations require leaders to project the steadiness and confidence their team needs, even as they themselves are also struggling. They need to act decisively yet calmly even when feeling ungrounded.

Right now, it's critical that organizations help their leaders understand how their innate personality traits impact the way they are likely to act and react in moments of crisis. They also need to be enabled with tools to develop the competencies necessary for steadfast leadership during turbulent times.



THE ULTIMATE GUIDE SERIES

Crisis and Recovery Leadership

by Susan Stang, Vice President of Consulting Solutions

Looking forward, as you plan to fill open leadership positions, making data-driven selection decisions is essential. It's important to choose assessment tools that measure the critical competencies for success in the specific job role, while at the same time allowing you to predict a candidate's potential to lead effectively in the likely job context of crisis, big or small.

With the right talent management tools and processes in place, you can:

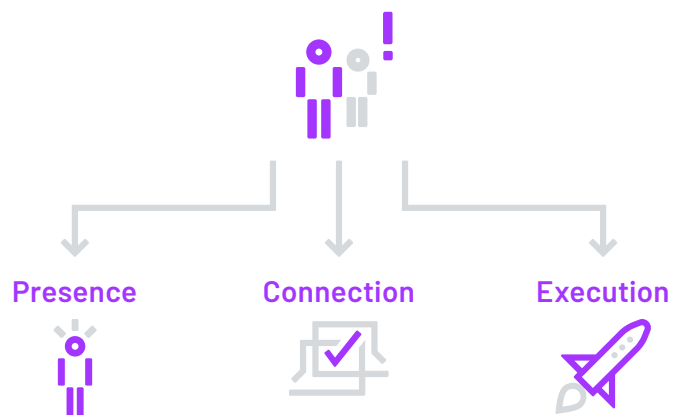
- Gain insight into a candidate or employee's readiness to lead a team during a crisis
- Help leaders understand the competencies most important for success in turbulent times
- Help managers adapt their natural leadership approach when crisis hits
- Unite your leadership team to maintain morale and productivity despite difficult circumstances
- Use data to identify high-potential individuals within the organization to step up as leaders.

Instead of approaching a crisis from a reactive perspective, equip your leaders with the tools to anticipate the fallout and develop a proactive strategy to structure, guide, and lead through the crisis as it unfolds in real-time.

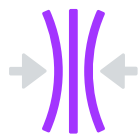
Define the competencies it takes to lead through crisis and recovery

Leadership in the midst of uncertainty and challenge calls for strength and an approach that can help instill confidence, engagement, and a sense of purpose.

Identified through years of scientific research, our Crisis and Recovery Leader model is comprised of three groupings of competencies that emerged as central strengths among leaders in preparing for, navigating through, and recovering from crisis situations. These competencies will likely differentiate leaders of the future from leaders of the past. The competency model emphasizes **Presence**, **Connection** and **Execution**.



Let's take a closer look at the underlying traits and behaviors that are linked to these broad competencies.



Composure and Resiliency

Being able to deal effectively with pressure, maintain focus and intensity, and remain optimistic and persistent, even under adversity. This includes the ability and propensity to recover quickly from setbacks, rejections, and conflicts and to maintain self-control in the face of hostility or provocation.



Comfort with Ambiguity

Being at ease in work situations without clear guidelines, structure, or known outcomes. This includes the ability to operate effectively within ambiguous environments and view novel situations as challenges rather than as stressors.



Learning Agility

The ability to discern patterns in data, recognize relationships between concepts, and rapidly apply learning from one context to solve analogous problems in different contexts.



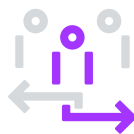
Communicating

Being able to provide the information required by others in a concise, direct, and unambiguous way. This includes the ability to perceive how the message affects the receiver and strives to ensure that the receiver clearly understands the specifics and function of the message.



Delegating

Displaying strong awareness of when, how, and to whom to delegate. Will clearly communicate objectives, tasks, long-term benefits, and expectations for outcomes in order to empower others to take greater responsibility.



Leading Change

Individuals who exhibit this competency effectively create a vision for change and engage others to implement the change process.



Team Building

Enabling and encouraging group members to work together to complete tasks and accomplish goals that individual members could not accomplish alone.



Decisiveness

The tendency to take calculated risks by making decisions and taking action, even in the absence of all information.



Information Seeking

Being driven by the underlying curiosity and desire to know more about things, people, or issues. This involves going beyond routine questions and includes digging or pressing for exact information; resolving discrepancies by asking a series of questions; or conducting less-focused environmental scanning for opportunities or miscellaneous information that may be used in the future.



Planning and Priority Setting

The ability to identify the priorities, processes, and practical actions that are necessary to achieve an objective or an idea. This competency requires developing detailed action or project plans including objectives, accountabilities, time frames, standards, review stages, and contingencies.

Effective leadership has always required an awareness of context and a breadth of skills. Leaders must be able to thrive in chaos and disruption not just in stability and order. It is a complex role in a dynamic and ever-changing world. As we continue, it will be more important than ever to let go of old habits and proven routines and to explore new ways of doing things to better meet the context.

Back to normal is not the only choice we have and may in fact, not even be possible. We have a unique opportunity to intentionally change and to lead the way.



How to **take action** on Crisis and Recovery Leadership

1. **Choose a competency-based tool that provides actionable insight**

Pick a highly valid, competency-based assessment, with reports specifically configured to help you hire, coach, and develop strong crisis and recovery leaders. By using tools like **Talogy’s Crisis and Recovery Leader assessment reports**, managers can align their goals, understand their strengths, close development gaps, and seek out coaching to help them adapt.

2. **Enable leaders to act quickly**

Our **Crisis and Recovery Leadership Highlights Report** gives managers a quick snapshot of which skills can make a major impact on their teams, immediately. They can quickly investigate how their own strengths align with the needs of the moment and better anticipate the unique challenges they might face as the crisis confronts the skills that require more focus. By understanding what their own weak points are, they can craft plans that account for and accommodate the entire spectrum of their skill set.

3. **Seek help from the experts**

You don’t have to re-invent the wheel or do this all on your own. **Talogy’s expert R&D and Consulting Teams** offer countless years of experience to advise you on your strategy and help you build a future-ready talent system for leaders of today and tomorrow:

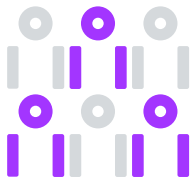
- Pinpoint truly great hires, or zero in on development gaps with **Leadership Assessment and Consulting**
- Develop your most senior talent with **Executive Coaching**
- Ensure you see the complete picture with **360 Feedback**
- Don’t be left with critical gaps – let us help with **Succession Planning**
- Identify future talent with **Hi-Po Identification Programs**

The Ultimate Guide to navigating the new talent landscape

This playbook for HR leaders dives into the future-critical areas of impact that every organization needs to keep top-of-mind and outlines actionable strategies to:



Re-imagine your talent life cycle



Build a diverse and inclusive workplace



Get back to business safer



Hire, develop, and lead an effective remote workforce



Lead the way back through turbulent times



Re-engage and re-energize your workforce

