



Employee Assistance Program

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Guidelines for Demonstrating Leadership during Crisis for City Managers and Supervisors

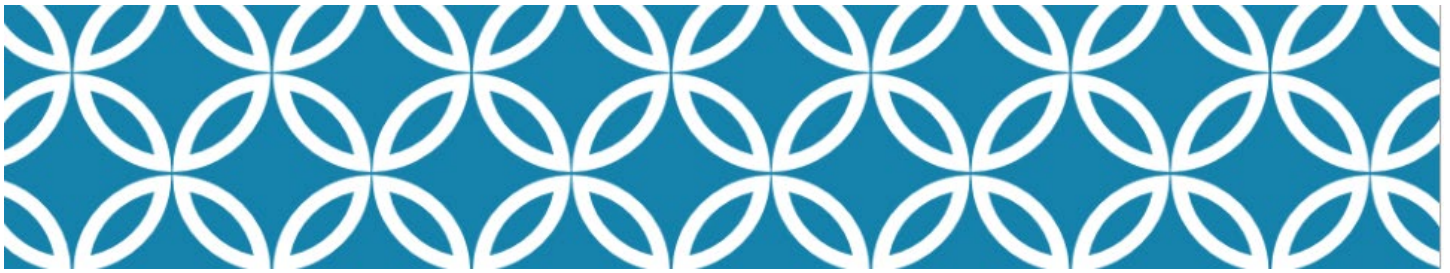
This is a stressful and uncertain time for all of us. While none of us has all the answers, we hope that these tips will give you some good ideas for how to communicate with and lead your employees during this unusual time. Our employees will have a range of reactions and fears making strong, calm and confident leadership more critical than ever.

• *Self-Awareness*

- Be aware of and in touch with your own emotions before having difficult conversations.
- Take good care of yourself – get your exercise and sleep.
- Watch your non-verbal language:
 - Body language
 - Make eye contact, but don't force it
 - Be mindful not to roll your eyes, make slight smirks, etc.
- How are you communicating?
 - Be aware of your tone, volume, speed, etc.
 - Tips:
 - Try to keep your voice calm.
 - Speak slower than usual.
 - Avoid overreacting.
 - Actively listen to the person.

• *Actively Communicate*

- A natural reaction during a crisis is to isolate ourselves. In this time of so much uncertainty, it is important to communicate with your team.
- Provide information in a timely manner.
 - It is recommended that you communicate no less than every other day.
 - Assess the feasibility of this within your work unit.
- Send out emails **AT LEAST** once a week providing updates.
 - Send the email even if there are no new updates. This will ease tensions and provide guidance for your staff by reducing any speculation.
- Describe why and how decisions are being made.



- ***Be Open and Honest***

- Be as transparent as possible. Explain what you know, what you don't, and your sources of information.
 - This will help build trust with your employees.
- Allow time for people to ask questions and share their concerns.
- If you do not know the answer to a question, it is okay to say that. "I am not sure of that, but I will try to find out for you."

- ***Lead by Example***

- Actions speak louder than words; if you are telling your staff to remain calm, you must also demonstrate that.
- Behavioral ways to convey calm leadership:
 - Watch your tone.
 - Speak softly and calmly.

- ***Use Your Resources***

- There are people around you who can help you. Reach out to other supervisors, managers, or relevant individuals for guidance. You are not alone in this crisis.

- ***Lead Decisively***

- Employees look for stability.
- Provide clear guidelines to your employees about what your expectations are during this time.

- ***Stay Organized***

- It may be a chaotic time but remember that you are setting the tone for your office. If you seem productive and calm, your team will see things as being "under control".
- Foresee as much as you can.
 - Based on your specific work unit, how will this crisis affect your employees and the nature of their work?

- ***Set Boundaries***

- Be open and share information with your team but be cautious about sharing confidential details.
- If you are not sure, ask what it is okay or not okay to share with your staff.

We are here and available to listen to your concerns and to provide you with consultation as you lead through this unprecedented, uncertain time.

City of Madison EAP services have moved to telephone consultation only at this time. Exceptions may be made on a case by case basis for critical situations. Please call 266-6561 for a telephone appointment with one of our EAP counselors. Thank you for your good work!