



Education

Survivor Guide: Leading in Difficult Times

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➤ **Survivor Guide: Leading in Difficult Times**

- ◆ During her 23 years of IT/Technology Industry experience, Harriet has successfully navigated through several mergers/acquisitions and numerous rounds of downsizing. Through it all she has gained tremendous insight into what makes particular individuals and leaders successful in challenging situations.
- ◆ If you are in a leadership role in the IT or Storage industry it is your responsibility to ensure your organization's success in times of change. This session will provide practical tips and guidance on how to make sure you, and your organization are able to navigate change and thrive in difficult times

Agenda

- **Introduction**
- **Learnings**
- **Response Types**
- **The Leadership Role**
- **Talking to Your Staff**
- **First Aid**
- **On-Going Health Care**
- **For You**
- **For Your Career**
- **Summary and Q&A**



- **Harriet's Story - “Through the Wringer”**
- **“You can't thrive during these times, ...can you?”**
- **Why Try?**

- **Management training on how to handle difficult times is often lacking**
- **People will respond from basic instinct unless they are taught differently**
- **The good, the bad, and the ugly.**
- **Magnification of ethics and morals**
- **Symbolism matters - Don't underestimate perceptions**
- **Err on the side of action**

➤ The Victim

- ◆ Self-fulfilling prophecy

➤ The Child

- ◆ I got a problem..Fix it for me

➤ The Driver

- ◆ My problem...My solution / My decision

People will respond from instinct unless taught differently.

➤ **Leading the Way**

- ◆ Vision and Mission

➤ **Setting the Tone**

- ◆ Expectations - What's Acceptable, What's Not

➤ **Educating**

- ◆ How to Respond
- ◆ Self Help


➤ **Counselling**

- ◆ Listen & Direct

➤ **Managing Symbolism**

- ◆ Pay close attention to how you look & interact

How to Talk to Your Staff

- 
- Be as open as possible
 - Don't avoid your staff or the topic
 - Find the balance
 - Discuss possible responses
 - Clarify acceptable responses
 - Don't trivialize the impact
 - Discuss emotions
 - Paint a realistic picture
 - Don't give answers you don't have

➤ Be visible and accessible

- ◆ Spend time with survivors

➤ Allow some venting to occur

- ◆ Denial, Anger, and Depression

➤ Return the focus on the business

- ◆ Clear direction and job expectations

➤ Give back the power where ever possible

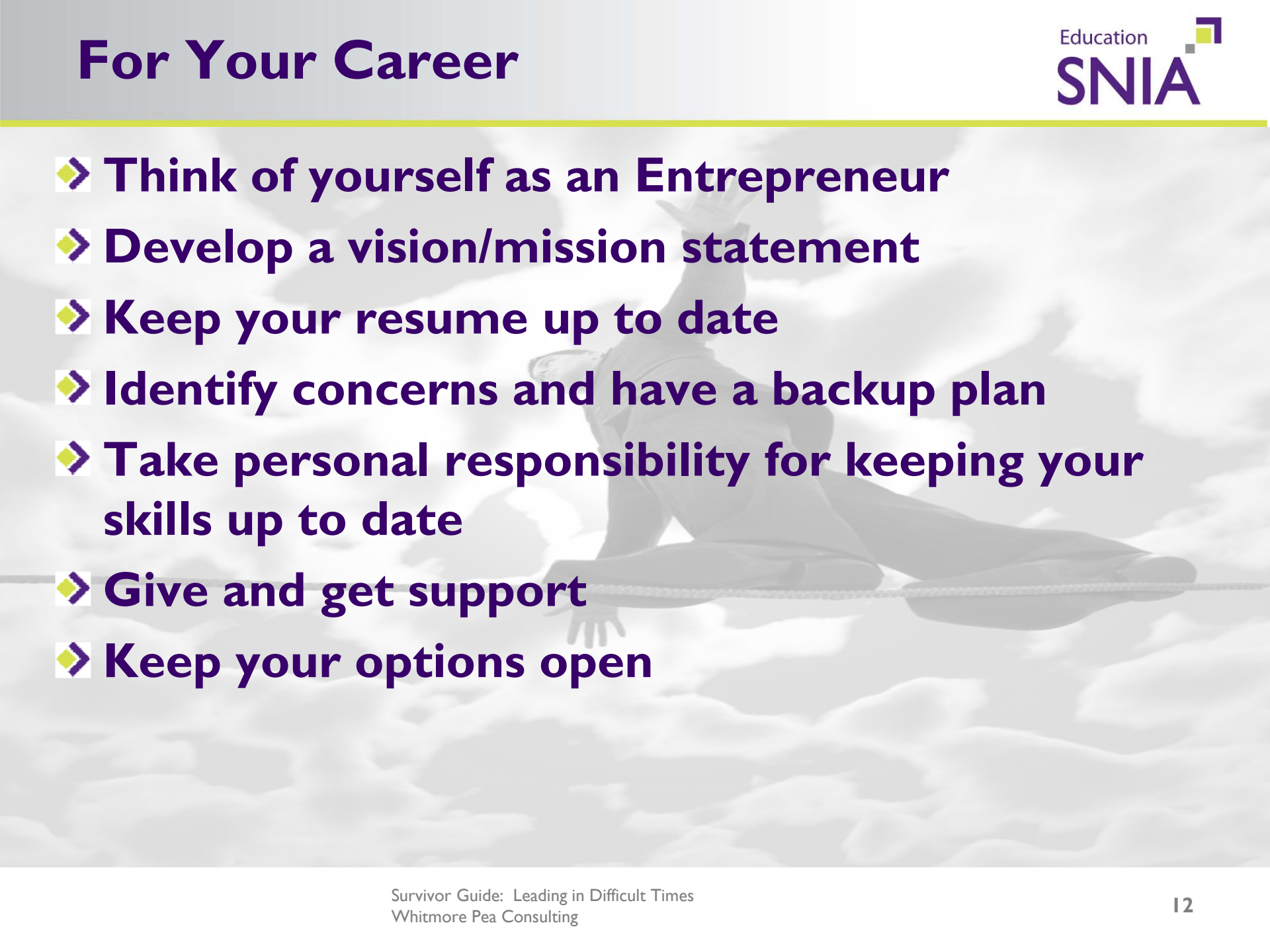
- ◆ New structure development, input on key decisions

➤ Continue to “Lead”

- ◆ They will be watching – lead by example, and do what you say

- **Strengthen the Company vision and direction**
- **Reward entrepreneurial thinking**
- **Enhance the word "Growth" in your vocabulary**
- **Communicate, Communicate, Communicate**
- **Commit to offering regular opportunities for employees to add to their marketable credentials**
- **Continue to "Lead"**

- **Realize that this has happened to you too**
- **Pay attention to signs of stress**
- **Find ways to de-stress**
- **Give yourself some mental time-off**
- **Find a Confidant**
- **Forgive Yourself**

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- A person is shown rappelling down a rope against a background of a cloudy sky. The person is wearing a harness and a helmet, and is in a crouching position. The rope is a thick, light-colored rope. The background is a soft, white, cloudy sky.
- **Think of yourself as an Entrepreneur**
 - **Develop a vision/mission statement**
 - **Keep your resume up to date**
 - **Identify concerns and have a backup plan**
 - **Take personal responsibility for keeping your skills up to date**
 - **Give and get support**
 - **Keep your options open**

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- Please send any questions or comments on this presentation to harriet@harrietpea.com
- Please send any comments and suggestions for the Professional Development track to ddemming@soltechnology.com