

Supporting Your Team During Times of Unprecedented Change



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Presenter



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Vision

ProInspire envisions an equitable and just society: free of systemic oppression where all people thrive.



Mission

ProInspire activates leaders at all levels to accelerate equity at the individual, organizational, and systems levels.



Bold Goal

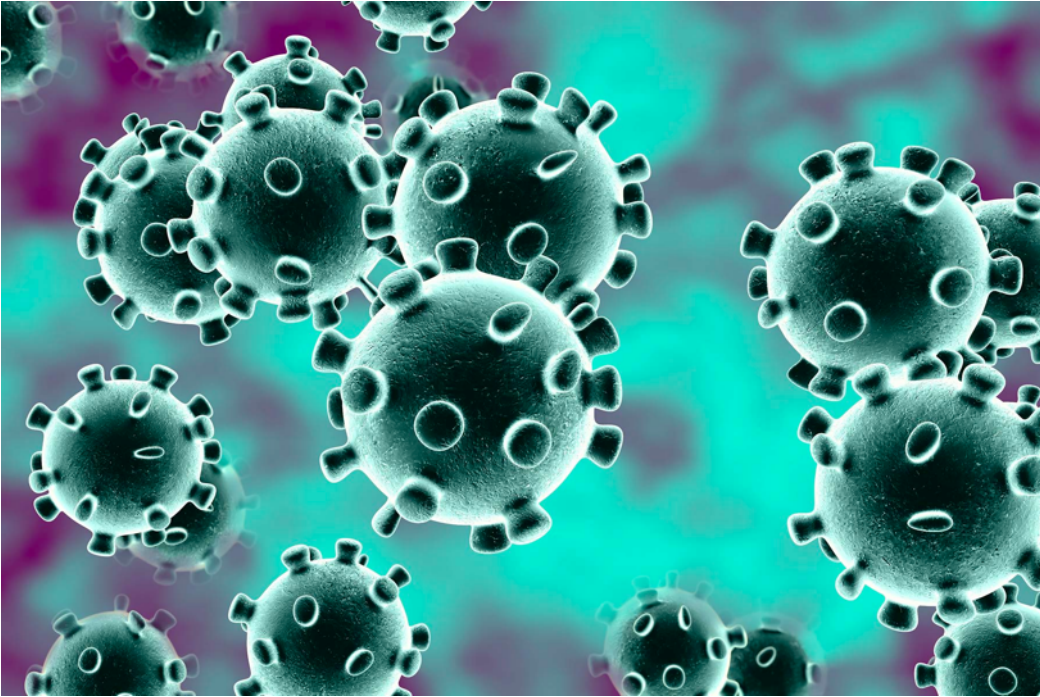
ProInspire's bold goal is for social sector leaders at all levels to have the competencies, confidence, and connections to accelerate equity.

Check-In

In the chat box, please share:

- > Name, Organization, Where you are based
- > What are you doing to take care of yourself in this time of unprecedented change?

What are we facing in this moment



- COVID-19 crisis is impacting every social sector system
- Many nonprofits are in crisis mode
- Inequities are amplified (social safety net, paid sick leave, access to health care, etc.)
- People of color are overrepresented in groups most at-risk
- Lack of leadership at federal level is exacerbating the crisis

Supporting Your Team During Times of Unprecedented Change



Workplaces are community, and we need community now more than ever



Recognize the psychological process people go through in times of change



Support people through the "messy middle" of change



Prioritize self care, not productivity



Live into your values of equity and inclusion

1. Workplaces are community, and we need community now more than ever



- > Critical to create a place of emotional safety
- > Adjust work policies, encourage people to share their fears, and recognize that individuals may need different things from their community
- > Shift to more inclusive and adaptive decision-making

Treating each other with humanity in the workplace is critical, especially in moments of crisis.

1. HOW to build community remotely

- > Increase the level of communication (e.g. weekly or daily check-ins)
- > Expand and establish new working norms, including around:
 - > Flexibility with schedules and expectations
 - > Welcoming family members and pets on video meetings
 - > Use of technology
- > Consider different ways of communicating to meet individual needs
- > Continue and strengthen your shared rhythms and rituals (e.g. team meetings, community calls, happy hours)
- > Collaboratively create shared outcomes and revisit regularly

2. Recognize the psychological process people go through in times of change

Change

- > Change is situational--e.g., new process, new policies, new boss, new job, new system
- > Change is **external**
- > Happens to you even if you don't agree with it
- > Change can happen very quickly

Transition

- > The psychological process people go through as they come to terms with the new situation
- > Transition is **internal**
- > Happens inside of your mind when you face change
- > Transitions happen slowly over time

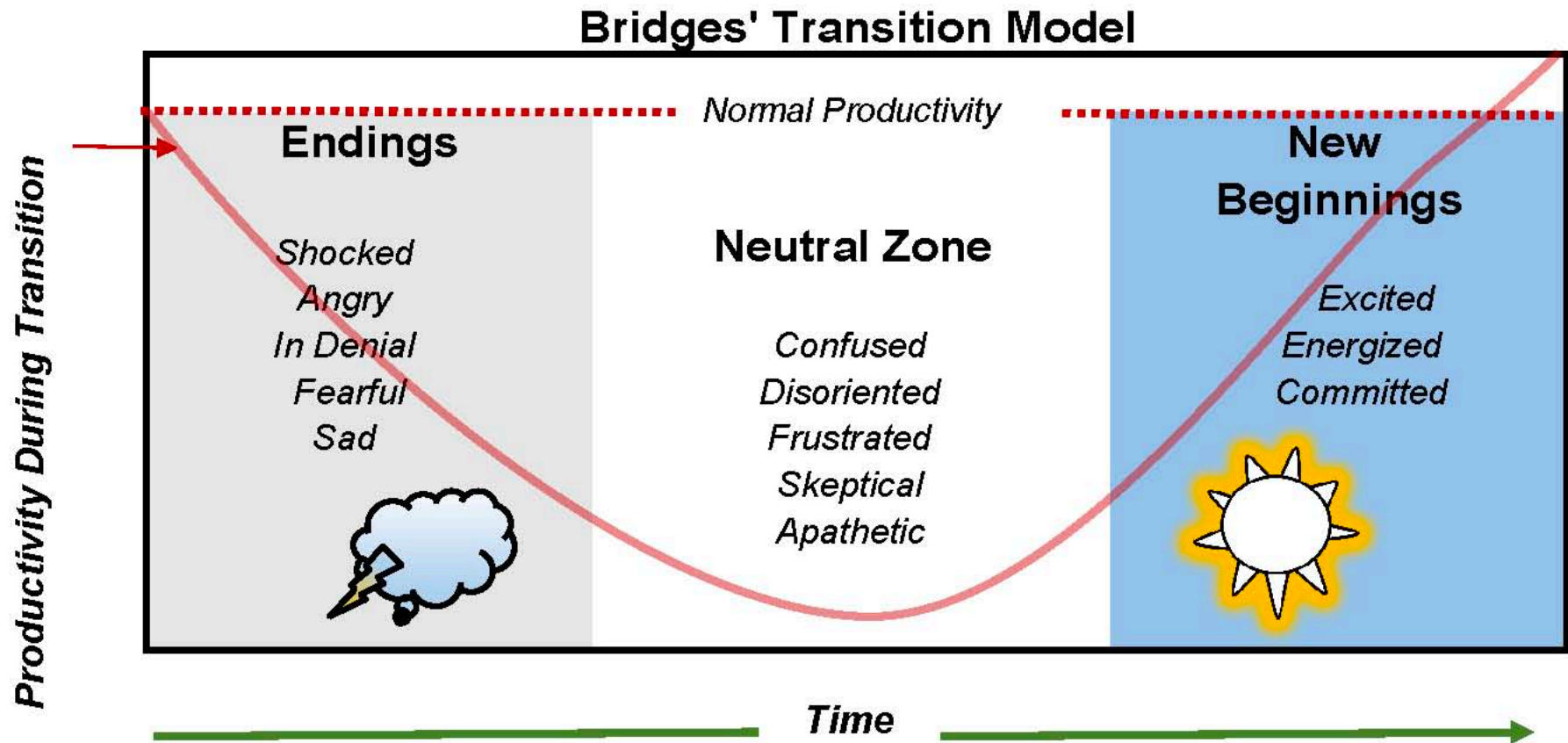
2. HOW to support people with the psychological process of change

- > Recognize that individual's identity and lived experience may impact how they are reacting to changes caused by the pandemic
- > Create spacious meeting agendas and add check-ins to your meetings
- > Consider how to use 1-1, team, and large group conversations
- > Ensure people have support for remote work setup
- > Prioritize self care, not productivity



Leaders need to show empathy and recognize that each individual will go through their own transition to adapt to our new reality.

3. Support people through the "messy middle" of change



*"Transition starts with an ending and finishes with a beginning."
– William Bridges*

Adapted from: Managing Transitions, by William Bridges (2003)

3. Recognize where you are in the transition

- > **Ending, Losing, Letting Go** – Letting go of the old ways and the old identity people had. This first phase of transition is an ending, and the time when you need to help people to deal with their losses.
- > **The Neutral Zone** – Going through an in-between time when the old is gone but the new isn't fully operational. We call this time the “messy middle”- it's when the critical psychological realignments take place.
- > **The New Beginning** – Coming out of the transition and making a new beginning. This is when people develop the new identity, experience the new energy and discover the new sense of purpose that make the change begin to work.



3. HOW to Support People with Endings

- > Communicate frequently
- > Be honest about what you don't know and how you are managing uncertainty
- > Support people with emotions - acknowledge losses simply and openly
- > Expect a variety of reactions and emotions and acknowledge them as valid

“We’re feeling a number of different griefs. We feel the world has changed, and it has... The loss of normalcy; the fear of economic toll; the loss of connection. This is hitting us and we’re grieving. Collectively. We are not used to this kind of collective grief in the air.”

- David Kessler in *That Discomfort You’re Feeling Is Grief* (HBR)

3. HOW to Support People with the Neutral Zone

- > During this stage, people feel unclear and anxious over the future
- > Focus on what you can control and things you can do; be proactive
- > Frequently revisit short-term goals and align with long-term vision
- > Support leaders at all levels to take on responsibilities, and enable decision-making by those closest to the work

It is okay to admit that you don't have the answers but share information often and name the anxiety that people may be feeling.

4. Prioritize self-care, not productivity

- > This is a time where many organizations need to acknowledge that less productivity is okay.
- > People do not have the emotional bandwidth to work at the same pace that they may be used to, and they should not have to explain why (i.e. its not just people with kids who may need to slow down).
- > Support team members to prioritize and decrease workloads.

Ask people to prioritize self care, model yourself, and talk about why mental health is important during times of stress.

“This situation is an extenuating circumstance that might raise anxiety, cause hardship for you and/or your team members, and have real implications on your work and results...It does mean that you’ll have to make hard decisions, ask for and extend grace, and enlist your staff as collaborators in tackling challenges.”

- The Management Center in *5 Tips for Managing Remotely During COVID-19*

4. HOW to prioritize self-care



- > Focus on healthy habits:
Sleep, eat well, drink water, exercise, meditate, BREATHE
- > Model by blocking time on your calendar for self-care and sharing what you are doing
- > Don't micromanage or aim for perfection
- > Use meetings as support:
 - > Ask people to share self-care commitments with their teams and check-in regularly
 - > Create space for grounding exercises
 - > Consider walking meetings, virtual happy hours
 - > Schedule 45 min meetings so people have breaks

5. Live into your values of equity and inclusion

- > Moments of crises test our organizational values
- > COVID-19 is highlighting inequities:
 - > Who is at-risk based on their work or housing conditions?
 - > Who has access to health care? How does this amplify existing health inequities?
 - > Who can work from home? Who has access to paid sick leave?
- > Anti-Asian racism, ageism, and ableism are showing up in rhetoric and actions
- > Current undercurrent of fear and othering for those who have COVID-19



5. HOW to live into your values of equity and inclusion

- > Focus on the racial equity impacts of decisions
- > Address anti-Asian racism and be aware of how ageism and ableism may be showing up in policies and approaches
- > Discuss how power, privilege, and identity are impacting the work
- > Think about how you will support colleagues if they or their loved one is hospitalized or needs to be quarantined

“Who shapes the solutions? Who needs more at this moment? Whose work can transform our collective future?”

*- Lori Villarosa in **COVID-19: Using a Racial Justice Lens Now to Transform Our Future (Nonprofit Quarterly)***

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Discussion

Breakout Discussions

- > Share your name, pronouns, organization
- > How are you practicing self-care in this moment?
- > What are things you are doing to support your colleagues?
- > What are practices that could be sustained long term?

Lunch and Learn Series

Today

<p>WEDNESDAY</p> <p>01</p> <p>APRIL 2020</p> <p>12:00pm EST/ 9:00am PST</p>	<p>Supporting your team during times of unprecedented change</p> <p>Host: Monisha Kapila</p>
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Register @ bit.ly/PILL1

Future

<p>WEDNESDAY</p> <p>15</p> <p>APRIL 2020</p> <p>12:00pm EST/ 9:00am PST</p>	<p>Reimagining the nonprofit sector: What can coronavirus teach us about community, wellbeing and care?</p> <p>Hosts: Bianca Anderson and Kate Loving</p>
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Register @ bit.ly/PILL2

<p>WEDNESDAY</p> <p>29</p> <p>APRIL 2020</p> <p>12:00pm EST/ 9:00am PST</p>	<p>What does self care look like during the COVID-19 pandemic?</p> <p>Host: Ashlynn Polanco</p>
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Register @ bit.ly/PILL3

**IT'S YOUR CIVIC DUTY.
REMEMBER TO FILL OUT YOUR
2020 CENSUS!**

CENSUS 2020

You can fill out the Census online, by mail or on the phone. Please go to www.my2020census.gov, to fill out the Census online and for more info,



Thank You!

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