

The things upon which to concentrate
in order to lead your people
brilliantly to extraordinary
performance and results post-lockdown
or on the return to or resumption of
work

1

Ensure you have a **clear, credible and evocative plan of action** for the future – and that everyone understands what it is and what it means to them, the team, the customers, the community etc.

Communicate, communicate, communicate.

2

Ensure people feel well prepared and ready to do their jobs in the new and different ways that may / will be required.

Clarify expectations, review material / equipment needs and the adjustment in roles.

Give lots of reassurance about how they fit in to the bigger picture, i.e. the purpose and vision.

3

Ensure everyone knows that the organisation and its leaders and managers **care about their overall well being**, not just their job / career.

This crisis means that care for people in work involves looking after their well being in the areas of physical and mental health, social connections, financial support and advice and the community.

4

Ensure that a person's immediate manager keeps them informed about what's going on. It's not the top person's job, or the senior team's job to do this. They have a role to play, but only the direct manager can know each individual's situation and adjust key messages and expectations to motivate them to perform brilliantly.

This will be a toughie because, generally, managers – particularly those in their first management role – are good at giving instructions and tasks but they can be less good at communicating the bigger picture and motivating their teams. **For many, this is way outside their comfort zone but they are the skills which need to be developed – now more than ever.**