



TLDG THAYER LEADER DEVELOPMENT GROUP

AT WEST POINT ★ Building Leaders of Character



HOW TO “BE THE CALM IN THE CHAOS”

Major General (Retired) Malcom Frost

Session Goals

- Discuss **How to BE** and **What to DO** as a leader during crisis
- Identify critical **crisis leadership tips** and why they are important
- Gain perspective on how to **think about what is next** and **prepare for the future**

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BE Calm
Be the calm in the chaos.

BE Empathetic
Your team is in the crisis too.

BE Present
Presence matters.

BE Vigilant
Determine the decisive point and be there.

BE a Leader
Do only what you can do as a leader.

BE Visionary
Carve out time to think about the future.

Crisis Leadership Tips

How to **BE** as a Leader

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Crisis Leadership Tips: What to DO as a Leader

- EMPOWER and Assist**
Lead people and don't manage work
- GET Rhythm and Control Tempo**
Develop a crisis operating rhythm
- Know when to take a TIME OUT**
Build in tactical pauses
- LEVEL the playing field**
The key to communications is tone, tone and tone

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Five Phases of Crisis Leadership

- 1 Organizational Impact**
Determine current impacts of the crisis on the business and organization
- 2 Human Impact**
Determine the human impacts of the crisis on the work force and their families
- 3 Business Continuity Plan**
Develop a near term crisis business continuity plan
- 4 Strategize New "Abnormal"**
Strategize for the new abnormal including long term business impacts and opportunities
- 5 Build Resiliency**
Build resiliency for aftershocks and the next crisis

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What is your "SR" Return to Work Plan?

- **Reintegrate:** Phased; Welcome back; Recognition; Remembrance; Child care; Mental/Spiritual wellness; Leader self-management
- **Reset:** Equipment/Machinery; Tech; Air filtering; Testing, health monitoring & PPE; Distance protocol; Employee feedback channels
- **Reorganize:** Org review/re-design/trade-offs; Telework; Leadership; Digital solutions; Customer engagement channels; Culture changes; Lay-offs; Comp & benefits
- **Retrain:** Business fundamentals; Health protocols; Digital SOPs; New hires/interns; Business process review
- **Resiliency:** Leader training & development; Succession planning; HR policies; Supply chain reliance; Digital/Virtual systems

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Self-Reflection

- Calm in the Chaos**
 - What does calm in the chaos look like in your position?
 - What can you offer your leadership?
- Decisive Point**
 - Where is the decisive point for you?
 - Where can you exert your influence?
- Communication**
 - What and how are you communicating?
 - What tone are you setting?

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Questions

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[Learn More about MG \(Ret.\) Malcom Frost](#)