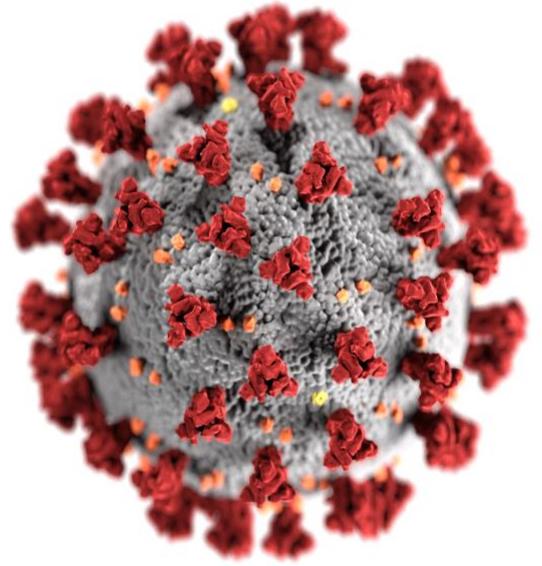


Leading Through COVID-19



A Brief Guide to Human Centered Leading during times of Corona

LEADING IN A NEW WORLD	3
START FROM WITHIN	6
STEP ONE IN SELF-CARE; FIND WAYS TO MEET YOUR OWN NEEDS.	7
COMMUNICATION	9
GOALS/ PERFORMANCE MEASURES	13
A NOTE ON VULNERABILITY	13
KNOW YOUR TEAM	14
WELLBEING	16
1. PRESS THE RE-SET	17
2. VIDEO CALLS	18
3. MHFA AND EMPLOYEES ASSISTANCE	19
4. TEAM CHECK IN	19
5. VIRTUAL COFFEE	20
6. PERSONAL DEVELOPMENT	21
7. COACHING	21
8. RECOGNISE THE GOOD	22
9. SOCIAL EVENTS	22

Leading In A New World

"We now have a new way of defining our success. At Barry-Wehmiller, we measure success by the way we touch the lives of people."

– Bob Chapman, CEO of Barry-Wehmiller

All over the world, teams are waking up to a very different way of working and living. Most businesses have managed to pivot at exceptional speed, to allow remote working for the majority or all of their workforce (something previously believed to be impossible) and secured furlough or socially distanced working for the rest. With the initial flurry and the dust from the first gargantuan effort starting to settle, we are now presented with new challenges of managing remote or furloughed teams.

It requires knowing your team and yourself better than ever before. It means understanding the needs of the individual and the collective, being able to boundary expertly and managing your own wellbeing like a pro.

Isolation, lack of the informal, impromptu workplace chats and sub-optimal work environments are just the beginning of our concerns. What was once only the burden of the solo-preneur and solved with co-working spaces, is now the challenge for all.

With the addition of anxieties over finances, child care and education, concerns for the wellbeing of family members and removal of social activities, our teams are under more pressure than ever.

Our entire way of existing, self-validating, finding purpose and being motivated has been removed from us. As humans we have, for the most part, coped exceptionally well. It was the immediacy of needing to take action. The fight or flight response that triggered some to panic buy and others to choose to solution find in record time. We did our best to ensure our immediate needs would be met and some worked tirelessly to help meet the needs of others too.

But now, as we come into a period of waiting, there is now no immediate response that we can elicit in the face of this unseen, yet terrifyingly deadly enemy, the corona virus.

We can neither fight nor flight.

For some it can feel like we are hiding in our homes, suffering from the shock of these changes, feeling scared and disempowered with no clear sight of an end to it.

I know so many have shown the depth of their character by remaining resolute, solutions focused and reached out to help those who are more vulnerable than themselves. I am not seeking to invoke panic. I am highlighting that regardless of the incredible positivity and community spirit being shown, we also have to address and tame our fears and challenges early. We need to remove them whilst they are still small and have not caused too much damage.

Because like it or not the challenges are not over as individuals or as businesses. From our physiological and psychological needs to our needs for social interaction, recognition and belonging. Now is the time that we need to innovate, adapt and thrive. But to do so we need to be in our highest state of being. Unless you have already done a lot of personal development, created positive habits to self-regulate, self-motivate and self-empower and have the resilience of a zen master this is particularly difficult to do right now.

And even zen masters have wobble moments.

Now more than ever the world needs brave, connected and empathetic leaders. Leaders who are willing to show vulnerability (but not unburdening), be comfortable with candid conversations and be the conduit for empowerment clarity and direction.

Yes, we need to strategise, tame the technology, forecast and stay on top of the financial and political climates. These are of course essential. You can find several practical guides to help with these on my [website](#). But this document is to help you lead from the heart. To inspire, motivate and care for your most precious asset. Your humans.

As leaders we need to truly step up and serve powerfully to make sure our top priority is making our teams feel safe, understood and valued.

This crisis has presented us with both challenges, and vast, unprecedented opportunities. Never before have we been forced to press the re-set button so drastically. We are being offered a unique chance as businesses, teams and individuals to step back from our lives, take in the view, reset and reconnect to what is truly important to us and our ways of being.

Our humans need us to lead the way to make sure they look back and remember this as the time that despite the tragedy, the adversity, the horrendous loss of life, that this was the time we changed the world for the better. This was the time that we woke up, stepped up a gear and became better versions of ourselves, so that together we could create a better world. One where this would never happen again. One where collaboration and innovation were at the forefront of everything we do.

As leaders we are going to have to tune into our teams' personal needs as well as that of the collective and of the business. But, if we can master this new era, we have the potential to grow exponentially. My hope is that much like the sword in a forge or carbon under pressure, we will not break. We will come out stronger and more brilliant than before.

It's a big ask. But I know you can face your own challenges and still lead in this. I'm here to help you, so that you and your team evolve into something remarkable.

This guide is just the first step. There is a sea of on-line learning, guidance and support available to us all, if we choose to take it. I'm also offering free consultations to anyone reading this guide who needs extra support, or space to check in with their thoughts, strategies and mindset. Send an e-mail to natalie.lockyer@outlook.com and we can start the journey now.

The below suggestions are here help you lead with confidence, authenticity and connection so that you can ensure your team stronger from these unconventional times.

START FROM WITHIN

“Self-awareness and self-love matter. Who we are is how we lead.”

Brené Brown – Dare to Lead

First up, how are *you* doing? Have you had a breath to even think about you?

It’s vitally important that you do.

Because, regardless of your leadership style, you need to be able to do what you are asking your staff to do. Self-awareness and self-care during times will make the difference between scraping through and thriving. It’s going to be a strong theme throughout this document for exactly that reason.

So take a moment and check in with your-self.

Schedule a **ME**eting. Time to meet with your-self. Assess how you are feeling. Understand what you are missing/ need.

What do you need help and support with? Who is the best person to ask for assistance and guidance from?

Asking for help is the first step to allowing vulnerability in and assisting others in feeling useful and connected to you.

If being a little vulnerable sounds scary, that’s ok. Every warrior, every leader knows, we cannot be brave if we are not first afraid. But I’m going to warn you now, if you aren’t ready to be even a little bit vulnerable then we need to talk before you read any further. Give me a call.

Step one in self-care; Find ways to meet your own needs.

Regardless of your home situation, make sure you have time to take breaks, exercise regularly and have space for things you personally enjoy. Whether you are in lockdown alone, or with a busy family, you need to look after you.

After all you can-not give from an empty cup.

You need to be grounded, and comfortable managing your own energy and motivation so you can lead to the best of your ability.

There is even evidence from the NeuroLeadership Institute that our level of anxiety and stress has an inverse relationship to our level of cognition. The more stressed you are, the lower your cognition. This has a knock-on effect with those you lead simply from your own influence. Not to mention their own anxiety and stress levels.

Looking after yourself and sharing this with your team will also give them permission to prioritise their own wellbeing too. It seems obvious, but we both know the temptation is to burn the candle at both ends and stay busy.

“Busy” is not an honor badge, it is a weight slowing you down.

The world is offering you an opportunity to re-frame this way of thinking and I strongly suggest you do. I know my world changed for the better when I did.

Here is a quick but definitely not exhaustive list to run through to help look after yourself.

Self-Care check list

Routine	Have a planned routine that you stick to, preferably similar to pre-corona times if possible. Take regular breaks to get up and stretch and look away from the screen. Plan in a start and stop time for each day Plan in social activities as well as work ones Plan in exercise regularly, movement is important for your wellbeing
Work Space	Have a distinct space for your work and that it is set up as optimally as possible, even if this means setting up and packing down each day.
Boundary Time	Plan and boundary time for work and personal life. It's important to have a distinct time for both.
Sleep	Maintain a regular sleep cycle, and preferentially get 8 hours sleep (Yes I am deadly Serious)
Values	Know your values - live and lead from them. Set big and small goals and understand why you have them. Know your bigger WHY, keep this in sight. Simon Sineks "Find Your Why" is the best place to start with this.
Self-Awareness	Journal, particularly your emotions, get them out on paper and out of your brain. Notice and Name your emotions. Knowing what's going on for you will help you then know how to manage what you need right now. This will change. Be Mindful and allow yourself space each week to think and reflect. Meditate- there are some brilliant apps and free guided meditations on you-tube, use them, it works. Foster a positive and growth mindset
Give thanks	Practice gratitude and mindfulness. These will not only help you feel more positive and resilient, they also foster better working relationships and can re-wire and anxious brain. For our 5 Day Gratitude challenge go here.
Play	Allow play into your day – play helps us let go of fear and tension and enables us to link abstract constructs. If you have young kids, great. Spend some time with them. If you don't or are alone, reach out to someone else, be creative and let your inner child play. Laugh every day – it releases serotonin and oxytocin, they are good for you.
Learn	Without the commute, and with so many on-line courses, books and video content being made open to all, now is the perfect time for you to allow some personal development in. Lead the way so that you team can benefit too.
See the Sky	Make sure you do go outside once a day (if not in isolation) and look up at the sky. UV light and sun is almost as important to your wellbeing as it is for plants. Seeing greenery even if it is sole tree in the street is also important.
Connect	We are social animals, we need connection. Make sure you are getting the right kind of connection for you, even if you are in lock down with your family. Reach out, plan chats with friends and loved ones and be in control of when and how you socialise. IT's vitally important
Breathe	This is a challenging time, you will get through it. Take a few deep, slow and intentional breaths. Unclench your jaw, release your tongue form the top of your mouth and relax those shoulders. Just 2 minutes of deep breath work can be like taking a 20 mins nap. Take these breaths as often as you need.

I have taken the assumptive that the above are all familiar concepts to you. But we are all on different paths. So if any of this is new to you or you'd like to learn more, please reach out. I love learning and always find there is some in sharing knowledge with others. I have lots of worksheets and tools available to help you work on any of the above. I am happy to provide a free consult on any of these topics to help you lead to the best of your ability.

COMMUNICATION



Communicate, communicate, communicate!

You need to invest in communications to the point of excess. It will feel overboard but it provides reassurance and a much needed positive touch point in a sea of uncertainty.

How you communicate however, is as important as what you say or the channel/ medium by which you deliver it.

Always be clear, positive, specific and realistic and use as many channels as you can. Be intentionally visible and accessible. And remember, trust is hard won and swiftly lost. To ensure you team stay engaged, transparency is vital. This includes admitting when you don't know the answer!

But most of all, show empathy and your humanity. Now is not the time to be strictly business. Now is the time to be brave and share a little of your challenges and how you've over-come them.

Sharing vulnerably can look like;

"It's been over a week but we finally found flour today, heads up to you all it's in aisle six of the Tesco Metro on park street."

OR

"We are all feeling a little uneasy tight now, myself included. And that's ok."

Sharing vulnerably in this way allows your teams to connect to you on an emotional level, helps them feel less alone and hopefully makes them smile a little too.

Be mindful of your communication styles and preferences, as well as those of your team members.

If you prefer town halls to 1-2-1 calls, make a daily update video and send it to your teams. Encourage them to send a 60 second update out as well.

If the thought of video calls makes you uncomfortable you can e-mail or message a voice recording / podcast and phone individuals. Reserve the video calls for the bigger group meetings.

Where possible, keep email, for the more formal communications, it's open to a lot of miss interpretation. But don't ignore it either. Facts, policies and important updates are great to send on e-mail as well as discuss on calls. It helps your detail driven individuals feel they can trust the information as it is documented.

Allow for an increase in less formal communication, particularly where staff well-being is concerned. We will address this in more detail in the wellbeing section.

The exact frequency and type of communications will also depend both on your business and the preference of your staff. Don't be afraid to ask their preferences in this, it will make them feel included and empowered.

And last but by no means least, do not be afraid to repeat yourself. Hearing the same message repeatedly will bring reassurance and stability to your teams. We need to hear the same thing multiple times to really take it on board.

Try the 10x rule. Say the same thing 10 times in 10 slightly different ways to make sure it is truly heard.

And if in doubt follow this guide regardless of the medium you choose to communicate with.

9 steps to clear and powerful communication

1. Boundary/ set expectations

Make it clear what is acceptable and expected of your team, what isn't and why. State the obvious, they need to hear it.

For ideas on getting by in from the team see the wellbeing section below.

Please note that boundary's are also key when having open conversations. You are not a counsellor or therapist, nor should you be. Know when sharing is ok and when your need to refer to a professional.

2. Define the space

Create a time and place (virtually of course) where the team can unpack their concerns. Make sure it is planned in so the reflectors can prepare for it and the vocals know when it's appropriate to share deeply and when to stop. See wellbeing for more suggestions on when and how to do this.

3. Create Calm

Even when sharing your own concerns or challenges and how you are overcoming them, remain calm, open and optimistic. It helps others feel calm too. Allowing a space to address concerns and fears is vital, but it has to be a calm non-judgemental one to be constructive.

If you are struggling to find your own calm, find a coach, find a coach mentor or friend to share with.

4. Be clear/ honest

Sometimes telling the truth can feel intimidating or feel like we are being unkind. We might worry that sharing difficult information will cause unease, but in reality lack of clarity is far worse.

We can-not afford to be ambiguous. Uncertainty right now could cause break trust from your team and create disengagement that is hard to reverse. Your team want to know the truth of the situation and feel trusted enough to be given it.

Even if you don't have all the answers, it is important to communicate clearly and honesty. You do not need to know everything. If you don't know the answer to a question or challenge right now, that's ok. News stories are inciting concern before the government can inform us of the available solutions. Remember if the news channels don't know, how can you be expected to. But, do remain calm and reassure your team that you will find the answer and report back ASAP. This level of honesty brings trust and reassurance.

5. Show Empathy

We are all dealing with this in different ways. You don't need to walk in my shoes to show empathy, you just need to have felt your own emotions.

When allowing space for others to communicate, be curious, non-judgemental, reflect back your understanding to clarify and ask the other person what they need. Empathy is not about fixing or being in the emotion with the other person. Empathy is about giving them a life line and a friendly shore to hold onto.

6. Listen.

Communication is about receiving as well as giving information! Listen to understand, not to respond.

Now more than ever leaders need to be gaining feedback and listening to what is going on for their teams. Once you have boundaried and created space to receive feedback or hear from others, you then need to be ready to listen. Without distractions or interruption. Understand that some will need a lot of time with you, others will be happy checking in once every other week, particularly if on furlough. Hear their preferences.

7. Be decisive.

With updates changing hourly it's hard to stay on top of all of the updates for your business and your team. You have to communicate swiftly and decisively, even if that means potentially changing course later. If you explain why a decision has been made and that you will continually review it in line with government updates, then your team will feel reassured you are taking action and on top of the situation.

8. Be reliable

Do not over promise. Make sure that you can do what you say you will do and if you fail in doing so, acknowledge it swiftly accompanied by an explanation and a plan to avoid a repeat incidence. Now is not the time for subtle diplomacy and politics. Now is the time of bravely owning the moment.

9. Acknowledge others

We need a sense of belonging, recognition and unity. Recognising the hard work, positive attitude and kindness of others openly and widely will boost team morale and cohesion and encourage everyone to remain engaged with your communications.

A NOTE ON VULNERABILITY

A Brief note on vulnerability. Whilst it is good to share vulnerably this by no means off-loading every concern either from you or from your team to you. Whilst it is your role to hear what is going on for your staff and understand the emotion behind what they are saying, it is not your job to take everything on or 'fix' them.

Vulnerability is about admitting when you don't know, when you might need to change tact, and why, and sharing you are human. But without boundaries this becomes inappropriate. If you are concerned a member of your team needs deeper support that is when your MHFA, Employee Engagement and other mental health services come into play. For other services please see the wellbeing section.

GOALS/ PERFORMANCE MEASURES

Each business and team will be different. But everyone's targets have shifted drastically and many roles have changed in the last few weeks too.

Make sure you set clear, achievable goals for both the immediate, short and long term for the team future.

Align personal targets with those of the team and the business as normal, but always link in why these target have been set, how they serve the bigger picture and why they are important right now.

Purpose, fulfilment and direction will be challenging for many, particularly your high performers. Help them come to terms with any alterations in their targets and allow them autonomy where possible in setting some shorter-term goals too.

Now is an ideal time to add in personal development goals, particularly if they are directly linked to the future development of the company. Know you are developing yourself to future proof the company and your place within it will provide much needed certainty and significance to your team members.

KNOW YOUR TEAM

Remote or Furloughed, now is the time to know your team inside out. As a leader, perhaps the most important duty is the wellbeing of our staff. We have a whole section below on how to maintain this, but without knowing the needs of the individual it can be difficult to ensure every team member remains engaged.

If you don't already know your teams personality types, I'd suggest now is a brilliant time to find out.

There are many to consider from the free 16 personalities test based on Myer-Briggs, The big 5 (OCEAN), Belbin Team Roles, to DiSC or InSights and many more. Which ever you choose, make sure this is only as a bench mark and you do not fall into the trap of pigeon holing people. We are after all unique individuals with a blend of personality traits.

But use this to see the preferential communication and operating styles of your people.

Note who'd respond to e-mail better than phone or video calls. Who likes big picture communication and who needs the detail of the plan to feel safe, secure and in control. Who needs you to reach out and let them know you care and who needs to be interacting with everyone every day and have very short-term goals to hit to stay focused?

Know who is naturally introverted and likely to survive isolation better than those who are extroverted.

Who is solution focused, with high resilience and adaptability that can inspire and drive the team, and who is likely to feel overwhelmed at the loss of routine, certainty and goal posts?

Who is a gym bunny, who will find home workouts restrictive and depleting? Who is the social butterfly who lives alone with no neighbours to even wave to? Who has children or ill relatives to content with?

Who already has existing mental health conditions and may require extra support during this time of uncertainty, stress and anxiety?

Who, comes to work for a distraction and an escape? Who is in a home where the company they are with is more likely to be detrimental than helpful?

These feel like excessively personal questions and if you do not already know the answers, will be a challenge to know without being intrusive. For ideas on how to check in with individual team members skip to the Wellbeing section. And please note that for Furloughed staff the risks of low mental health due to isolation are ten-fold more likely.

Useful websites for those needing a little extra help:

[NHS Every Mind Matters](#)

[Time To Change](#)

[Mental Health-UK](#)

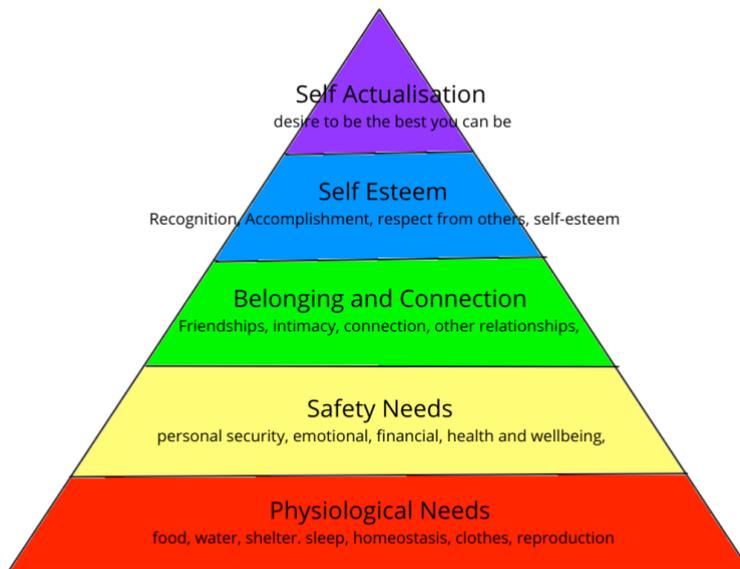
[Rethink](#)

[World Health Organisation](#)

[MIND](#)

WELLBEING

Maslow's hierarchy of human needs is a quick and easy way to understand why motivation, mental health, engagement and productivity will be difficult to maintain over the coming weeks and months, particularly for your furloughed and isolated staff.



It is easy to see how a virus gripping the world indiscriminately, changing work environment, uncertain finances and lack of social contact can affect every stage of the hierarchy of needs.

A leader's role is to understand how to help our teams re-address this balance to create stability, purpose and direction.

All the self-care listed above? Your team need to be doing that too. And watching out for the wellbeing of your team will require a proactive and attentive approach.

Here are 9 ways to boost your team's wellbeing, engagement and motivation moving forward

1. Press the Re-set

Your ways of working have fundamentally changed. It means the way you interact and work together have changed too.

Hold a team meeting to re-set how you work together moving forwards and let them lead! Set aside a good few hours as getting this right requires some thought, healthy debate, problem solving and reflection.

Ensure every team member contributes and takes time to identify how to best work together in this new world. By letting the team lead you will give them a sense of empowerment, purpose and by-in, that simply telling them would not achieve.

It allows the team to feel a sense of community, and maintain (and even improve) team performance during this time while supporting the well-being of team members.

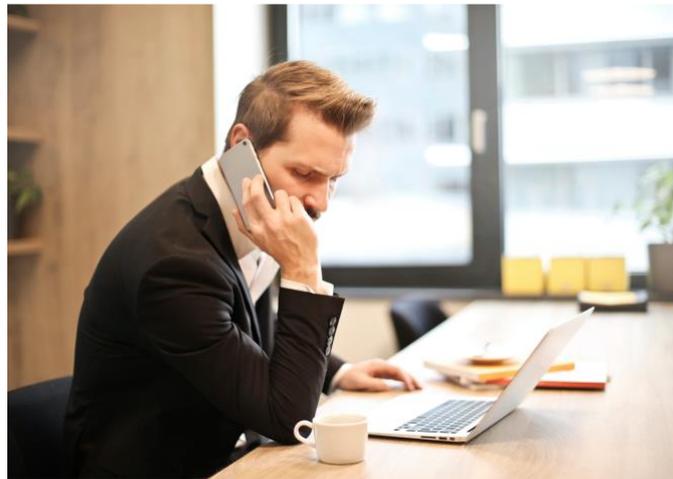
The agenda for this meeting should include the following;

- Personal, team and company values
- Team vision for the current reality
- Preferred style and frequency of communications
- Ask what challenges each team member is likely to face working from home, collectively group them into categories and then invite the team to solution find/ share personal practices that may help. Once a solution is agreed for each document this.
- Clarify expectations, for example, of performance, workflow or performance management. For example, share with team members how you will be leading, how you will check in with them, what you will be asking about. And encourage team members to let you know whenever they need any kind of support whether related directly to their work tasks or to any challenges they might be personally facing in the new situation.
- Expected 'normals'. Establishing a baseline of what you expect of each other allows for a new normal to be developed and helps the team members self regulate . Knowing what is expected of them and you as their leader is essential right now, understanding we are all in the same boat helps create a sense of community and connection too. If there is deviation from the normal it allows you to have an open conversation with the individual on what is causing the deviation and if a modification is required or support needed to get back to the normal. Without first establishing expected behaviours within the team however, this would not work.
- Ask "What behaviours and practices do we want to have as standard within our team?" Drill down into what exactly each concept looks like and then get different individuals to read the statement back and ask the group if they agree.

Create a working document for this and send to each team member for them to refer to. It takes time but this step is really valuable and will give you so much insight into where your team is wat, who can help you co-ordinate the next steps and what an individuals preferences are that I'd strongly recommend you take it.

You can create a similar document for furloughed staff, keep it focused on desired communications and problems solving the challenges each person faces with being furloughed. Allowing connection through personal development and volunteering challenges is a good way to keep furloughed staff feeling useful, intentional and motivated.

2. Video calls



Use video as often as possible, it's vital to help reduce isolation and demotivation. They are also good ways to notice what is going on for your team.

If it is a large call of 10 or more people, nominate one or two other people who can help watch facial expressions and pick up anything you might miss during the meeting. De-brief with them after the call.

Notice who is more or less animated than normal, watch for tiredness or lack of attention. All of these can be an indicator of decline in mental health and motivation. If you notice anyone who is exhibiting signs of low mental health or disengagement, check in with them 1-2-1 as soon as possible. Make sure it is an informal, friendly and open conversation. It is important to catch this early.

3. MHFA and Employees Assistance

Make sure you and your team know who the Mental Health First Aiders (MHFA) are and how to contact them. Ensure any employees assistance schemes are also posted to your team regularly and encourage them to use these services even if they do not feel they need to right now. Prevention is better than cure.

Check to see what else is on offer from your HR department.

4. Team Check in

Have regular team check ins, at least once a week but right now I'd recommend as frequently as possible.

Allow space and time for a round robin of a few mins per person. Allow the team to express their personal and mental challenges and wins as well as business ones. It ensures no one feels alone, increases transparency and trust.

This is still possible, for furloughed staff if you remove the work element and make the meeting optional. You can and should be checking in regularly with your furloughed staff. They need that connection, empathy and care even more than your remote teams.

5. Virtual Coffee



Have a virtual coffee break.

Socialising and feeling a sense of belonging is so limited right now, even your introverts will be missing it a little. One way to address this is to have a scheduled coffee break to allow for the less formal chat that is essential for knowing each other better and feeling connected, particularly for those in lockdown alone.

Make sure you step away from your work station to do this if possible, use your mobile or laptop and move to a defined social area of the home or garden if you are lucky enough to have one.

As a team:

Tell the team when and where (which platform and dial in details) you will have the coffee break and invite them to join for a social chat.

1-2-1

This can be as a manager to line report or work colleague to work colleague. Fostering and maintaining the additional work relationships we normally have in the office is also a good way to stay grounded and connected to yourself and the wider company.

These are ideal for your Furloughed team members too. They are informal and ensure a touch point for anyone feeling isolated or demotivated.

6. Personal development

Several of my clients are using this as a brilliant opportunity to encourage personal development within their teams. It gives a sense of purpose and denotes a passing of time, which otherwise can blur into one.

Some examples might include:

- Book Club – the team selects a book to read and report back on. There are so many to choose from. My personal go to suggestions would be
 - Dare to Lead by Brene Brown
 - 7 Habits of Highly Effective People. By Stephan Covey
 - Find Your Why by Simon Sinek
 - Your Best Year Yet by Jinny S. Ditzler
 - The Power of Now by Eckhart Tolle

- Fitness challenge
- LinkedIn learning or other learning platforms are offering courses as reduce prices or free, encourage your team to find one they would enjoy and set goals for completing this.
- Baking challenge
- Gratitude challenge
- Plant Growing challenge – growing plants is particularly good as it provide routine on looking after them each day, a sense of achievement when they grow and produce fruit and helps mark the passing of time.

Think big, be curious and ask the team to input and vote on ideas. These are also great things to keep your furloughed staff active and engaged. The personal development doesn't need to be work focused but allows them to mark time and feel a sense of achievement which are essential for motivation and engagement.

7. Coaching

Adapt a coaching culture or grow it if you already have one. Studies show that co-coaching colleagues helps both parties and boost morale and performance. Coaching is powerful way to ensure your team are motivated and empowered. By using co-coaches you don't have to take all of the burden or juggle workload to permit increased time for this.

Make sure you bring your coaching skills to every meeting. And if this is something you need a little boost with, I can help, send me an e-mail (natalie.lockyer@outlook.com) and we will make sure you are confident in coaching your team.

8. Recognise the good

Stories have power. They evoke emotion, cement learning and bring a collective understanding. With so many negative stories in the news it's important to share the good. So actively seek out the stories from your team and your company. Keep the little details. Do the same for the small wins for the team and team members. Remember recognition and social connection is one of the higher needs on Maslows Hierarchy.

For example;

Steve and Bob worked tirelessly last night to ensure the video platform is live and functioning today. It took 46 swear words, 22 cups of coffee and three bacon butties and a lot of brain power between them, but they did it and I'd like to share our appreciation for them.

Yesterday was our record for new customers since Lockdown began! well done all. The hard work is paying off!

In the last week our furloughed staff have volunteered 150 hours to help support the NHS, local families and the elderly. What a fantastic contribution and demonstration of this teams unshakable values.

9. Social events

Many teams are having a cook along, pub quiz or dance night once a week to keep the social cohesion going.

I'll admit now that it's not for everyone, but if you put it to the vote and the team want this, ask for volunteers to run the social side of things. It allows someone else to lead and feel empowered and takes unexpected workload off of your plate. Do remember to attend and join in though.

This concludes our brief and by no means conclusive guide to leading for a new world. I acknowledge that we have skimmed over many complex concepts very swiftly. If you have any comments, questions or would like to space to explore how to best lead your team and yourself through this crisis please contact me on natalie.lockyer@outlook.com.

To leave you, I'd like to offer that I know this is a difficult and unconventional time to be leading in. It is a time when we all have to step up, dig deep and find strength, compassion and resilience that we may not have previously tapped into.

You will face many challenges along the way and I for one cannot predict all that is yet to still come. But I do know that if you follow the principals in this guide, lead with courage authenticity and connection, then you and your team will grow stronger together.

And please never forget, you are not alone. We are in this together. We will rise above.