



ReNew

Re-Engaging in the New Normal

A Leadership Playbook to Help Leaders and their Teams Effectively Get Back to Full Engagement and Productivity, based on Avion's *Five Coaching Conversations*



Understand that You Are Not Returning to Normal

This is a unique time in our history. We have never before experienced a crisis that has had this sort of impact on us, both professionally and personally. Additionally, in spite of the relatively short period of time we have been impacted by COVID-19, much about our workplace will change. Leaders need to understand that we are not returning to normal. We are returning to a new normal that will bring with it many changes and concerns, and much anxiety. We developed this playbook to help ensure your re-engagement, as well as the re-engagement of the people you lead, is successful -- knowing that we will all be faced with issues and questions like the ones we have listed below.

Personal Challenges & Concerns	Concerns About Returning to Work	Challenges with Re-Engaging and Re-Focusing
<ul style="list-style-type: none"> • Health and Safety • Personal Finances • Spouse/Partner Unemployed • Childcare • Job Security/Potential Layoffs • Impact on Individual Business Goals • Ability to Achieve Bonuses • Dealing with Anxiety • Team Members Not Performing • How to Demonstrate Empathy • Loss of Loved One • Inability to Focus • Enjoyed Working from Home • Family Used to Having Me at Home 	<ul style="list-style-type: none"> • Anxiety About Returning to Work • Support for Health Issues • Concerns over Safety • Space Redesign for Social Distancing • Survivor Guilt with Colleague Job Loss • Desire to Continue Work from Home • Company Reputation During Crisis • Too Much Information to Consume • Concern with Having to Do More Work • Desire to Share Ideas I've Developed • Questions About Who Will Be Left on My Team • Disengagement Due to Lack of Communication • Concern About Prior Strategy or Vision • New Practices to Meet Social Distancing Guidelines • Concerns About Company Viability 	<ul style="list-style-type: none"> • Workplace Cleanliness Practices • New Policies and Procedures • Travel Policy Changes • Budget Issues • Benefits Reductions • How to Answer Employee Questions • Customer Engagement Has Changed • Unsure How to Hold Future Meetings • Missing Revenue Targets • Questions About New Routines • Traditions that May Have Changed • What to Communicate to Employees • Impact to Culture • Re-evaluation of Goals, Targets, Forecasts • Managing Fixed Expenses and Budget • Retention of Top Performers • Absenteeism • Burnout-Doing More with Less • Reduced Compensation • Hiring Freeze Leading to Increase Workload • Need to Innovate Services • My Project Deprioritized • Ongoing Technology Changes Impacting Work

Coaching is all about **helping people perform to their full potential** - including during times of crisis and uncertainty.

Coaching is an **enablement tool** that leaders can apply anywhere, anytime.

Coaching is easy to apply effectively if leaders have a **useful coaching model and playbook** to reference.

Preparing Yourself and Your Team to Re-Engage in the New Normal

The Avion Consulting team has deep experience in change management, crisis management, and developing resilience.

We believe that the workplace will be drastically changed when we return. As much as we strongly believe that an effective orientation to a new company or role is critical to success, we also believe that leaders need to plan for and execute a plan to re-engage their teams once they are able to return.

Anxiety during the current pandemic is widespread and is likely to be ongoing. A recent Pew Research Center study found more than 20% of people are anxious most or all of the time due to coronavirus.

Leaders who do not intentionally plan for effective assimilation back to work will risk decreased productivity and engagement as employees deal with anxiety around personal and professional concerns. Leaders can help people be less anxious and research shows that as anxiety decreases, people are more able to focus on performance.

Completing the exercises in this ReNew playbook will help you re-engage yourself and your teams and help to ensure they are enabled to perform to their full potential during this time of ambiguity and stress.



-Anxiety and Depression Association of America

Coaching Tools For Re-Engaging in the New Normal



Our ReNew framework for re-engaging in the new normal is based on our best-selling book, *The Five Coaching Conversations*. We started writing our book well before the world changed dramatically due to coronavirus. Yet, we believe our book provides an extremely helpful framework for any leader, not just in a business-as-usual environment but also in the midst of a crisis like the one we are now all experiencing.

The Five Coaching Conversations started with the question, what do highly effective coaches actually do? And based on our research, the answer is that they are skilled at having five kinds of coaching conversations: Explaining, Exploring, Encouraging, Empowering, and Elevating -- based on the needs of their coachee. As individuals and teams return to the workplace with a variety of concerns and challenges facing them, a leader's ability to adapt their approach based on what the coachee needs will never be more critical.

This playbook has a brief overview of each conversation, along with aligned exercises. By completing these practical exercises and tools, you develop your own skill-set and readiness for change, and you also create a game plan to support your team through change and re-engagement.

Coaching Cues to Expect and Manage

The Five Coaching Conversations describes “cues” that you may see or hear that signal how to best coach an individual. These cues call for different actions from the leader in order to further develop one’s competence, confidence, and commitment to perform.

Based on the challenges that we expect leaders and businesses to face upon returning to the “new normal” - we believe the first three coaching conversations in the model (Explain, Explore, and Encourage) are likely to be especially important approaches to managing and leading as we come out of this crisis. As employees return to a work environment unlike any we have ever experienced, with uncertainty about our immediate safety and concern about our futures, leaders must intentionally provide the direction and structure needed to keep people engaged if the organization is expected to reach prior levels of performance. When effectively coached, a leader may not only expect higher levels of engagement but also higher levels of performance and productivity.

WHAT YOU SEE/HEAR (Coaching Cues)	COVID-19 CONTEXT	WHAT THEY NEED FROM YOU
Inexperienced <i>“How this will work?”</i>	<ul style="list-style-type: none"> We haven’t been through this before Unknown challenges and solutions We are all paving a new path 	<ul style="list-style-type: none"> EXPLAIN new policies Provide clear direction
Uncertain <i>“Has my role changed?”</i> <i>“What should we focus on first?”</i>	<ul style="list-style-type: none"> Working with leaner staff Expanded responsibilities New guidelines for safety and health Changing customer expectations 	<ul style="list-style-type: none"> EXPLORE the issues or situation and discuss options on how to proceed Collaboratively problem solve Agree on a way forward
Hesitant <i>“I’m not ready to return to the office.”</i> <i>“How can you ensure we will be safe?”</i> <i>“I’m not sure I can do this.”</i>	<ul style="list-style-type: none"> Anxious / Fearful Personal stress Challenges to deal with before returning to work Lacking confidence / unsure 	<ul style="list-style-type: none"> ENCOURAGE the person you are coaching by understanding and adapting to his or her key motivators Ask open-ended questions about one’s motivation and emotional state of mind Active listening (probe, paraphrase, empathize) Direct, honest communication (feedback, realistic options, etc.)

How the Playbook is Organized

We have organized the ReNew playbook into self- and team-coaching exercises based on our book, *The Five Coaching Conversations*. One key to keeping your people fully engaged and high-performing is to make sure you are applying the right approach based on the needs of your people. Coaching cues provide information on either your or your team's ability and motivation to re-engage in the new normal. Below you will see an overview of the five types of coaching conversations.

Coaching Approach (Cues)	Explain (Inexperienced)	Explore (Uncertain)	Encourage (Hesitant)	Empower (Successful)	Elevate (Accomplished)
 <p>Leader Self Development</p>	<p>Policies and procedures have changed as a result of the crisis. You have a need for clarity in order to communicate effectively to your team and to train them effectively in the context of the new normal.</p>	<p>Roles and responsibilities may have changed. You are motivated to take on a new role but may need some additional direction. Seeking feedback to explore how you can improve will help you to build a plan.</p>	<p>Due to many changes, you may be apprehensive about re-engaging yourself and your team. Although you are skilled, you may need added support to feel more confident. Thinking of your strengths and what you have to offer can lead to increased confidence.</p>	<p>You are ready to re-engage your team but may simply need a framework for how to approach getting them focused on the work at hand.</p> <p>Creating an action plan based on all of your learning will ensure you execute effectively.</p>	<p>You have learned many things during the crisis that you believe can improve the way your team works. You see opportunity in what you have been through and are eager to share. Summarizing the opportunities you see will elevate your leadership.</p>
 <p>Team-Learning</p>	<p>Changes in policies, procedures, priorities, and team expectations have occurred that your team needs to understand. This should be done in a format where you can describe specifically what the changes are and how they impact the team. Explaining will help to reduce anxiety and increase clarity with your team.</p>	<p>Work, teams, or roles may have been restructured or changed. Your team is motivated but needs direction on how they approach their work and new roles. You will need to have open dialogue with them.</p> <p>Using two-way dialogue to provide clarity and reduce ambiguity will ensure continued engagement.</p>	<p>Although your team is skilled and ready to jump into the work, there is a great deal of anxiety and stress based on how their world has changed. This may look like a dip in confidence and overall motivation. Asking good questions, expressing empathy, and offering reassurance will help reassure them.</p>	<p>The team is eager to get to the work and are ready to go. If your team has had success dealing with the crisis, giving them clarity on desired outcomes and then giving them wide latitude to achieve results along with recognition will ensure that your team continues to perform at a high level.</p>	<p>The team has many ideas on how things can be improved based on their experience. They are eager to brainstorm and have discussions based on what they have learned. Focusing your team on innovation will position your people and your organization even better than before the crisis.</p>

Summary of Exercises

Given that competence, confidence, and commitment will all need to be developed before you can empower and elevate individuals, we have identified high-impact exercises within each of the first three coaching conversations. Focus on the first three conversations initially in order to get your team back up-to-speed as quickly as possible.

Intentionally managing yourself and your team by determining needs and using the most effective coaching approach will ensure that you reduce anxiety and uncertainty in order to re-engage your team as quickly as possible.

These exercises are examples of tools to use related to each coaching conversation.

	Explain	Explore	Encourage
 <p>Leader Self Development</p>	<ul style="list-style-type: none"> • Stakeholder Analysis: Think through your constituents and what they need from you short- and medium-term. • Information Gaps: As part of the stakeholder analysis action planning, identify what you need to know before seeking to inform or train your team. 	<ul style="list-style-type: none"> • Strengths-Based Activity: Identify your strengths as a leader and consider how they can be leveraged at this time. • Discussion Guide: Structure one-on-one discussions with your team members to gather feedback and understand their concerns. 	<ul style="list-style-type: none"> • Personal Reflections and Vision: Identify and document experiences related to your personal concerns, challenges, learnings, and vision for the future to share through self-disclosure. • Compelling Stories: Identify and document stories to share that will maintain people's motivation.
 <p>Team-Learning</p>	<ul style="list-style-type: none"> • Messaging Framework for Initial Re-Engagement Meeting: Utilize the stakeholder analysis exercise to identify key messages to deliver to employees. Hold an initial virtual or in-person session to re-assimilate your team to the new normal with the sample agenda. 	<ul style="list-style-type: none"> • Strengths-Based Exercise: Have your team identify their strengths and discuss individually and as a group how strengths can be leveraged. • One-on-Ones: Hold individual discussions to explore personal and team challenges and concerns. 	<ul style="list-style-type: none"> • Team Resilience: Facilitate a conversation with your team to identify what they do and do not have control over. • Team Adaptability: Spend time discussing feelings and behaviors and how to move to learning & growth phases of change.

Overview

Avion Consulting specializes in leadership, team, and organizational development. We partner with senior leaders and their organizations to unleash potential in people. During this time, we are working with our clients to ensure their success by coaching leaders on how to maintain engagement during the crisis, and on how they can begin to plan for re-engagement when they return to work.

	Process	Outcomes
Self Guided: Leader Playbook 	<p>Use the exercises in this guidebook to help you develop a game plan for re-engaging your team in the new normal.</p>	<p>Structured game plan to ensure success as you re-engage your team. The game plan resulting from completing the exercises will help to reduce the stress and anxiety your team is facing and provide clarity and direction to get them focused back on your mission as soon as possible.</p>
Avion Guided: Leader Playbook 	<p>Avion consultants work with you and your team in either one-on-one or team discussions based on The Five Coaching Conversations. The session can be facilitated virtually and can include both one-on-one and breakout team discussions for brainstorming. Avion will facilitate the playbook process, tools, and discussions, and will summarize outcomes.</p>	<p>Structured game plan developed with team input and collective problem solving to drive greater buy in. Engaging your team in the discussions and solutions will create a feeling of purpose and inclusion, which will further drive re-engagement in the new normal.</p>
Avion Facilitated: Team Session 	<p>Avion consultants will lead a workshop for individuals or intact teams virtually or in-person. The session will leverage our RIPEN! assessment to determine readiness of individuals to move into a learning, growth, and innovation stage of the crisis. Following the team debrief of the assessment, Avion will introduce <i>The Five Coaching Conversations</i> and the most effective coaching approaches leading to a team after-action-review and action planning session, and ultimately development of a refined vision for the future.</p>	<p>Team-facilitated session focused on the future and key learnings from the crisis that can add impact and value to the organization. This session will enable teams to focus on a more optimistic future by leveraging the team's personal experiences and learnings with colleagues and customers in a way that helps to create, improve, and execute on improved processes, products, and services.</p>



Leader Self Development

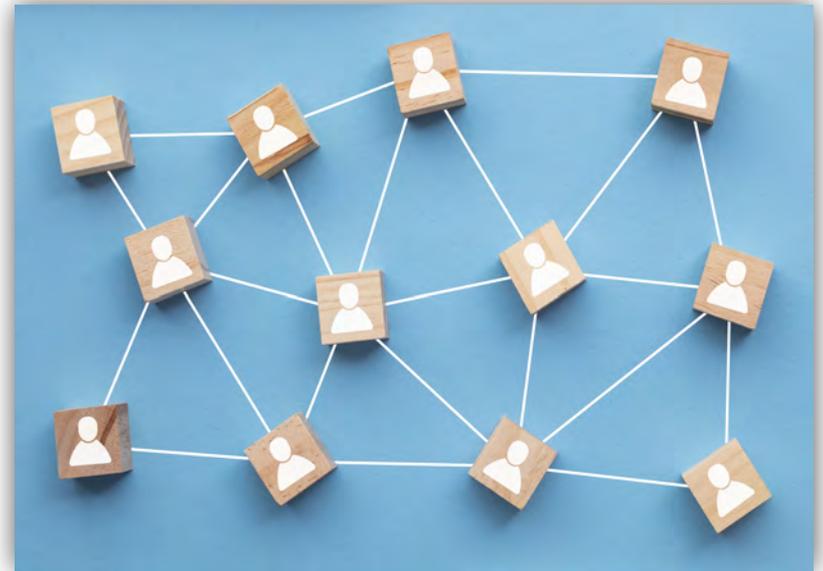
Leader Self Development: Stakeholder Analysis

Similar to how one would approach a change management initiative, we believe that leaders need to think through their stakeholders, or individuals who are impacted by and who influence a change.

In the age of COVID-19, we are recommending you approach this analysis with a slightly different perspective. Knowing that re-engaging your team in a new normal as soon as possible is critical to the success of your business, we suggest approaching the analysis with "Re-Engagement" being the change to be executed upon.

With Re-Engagement as the focus, the following worksheets will walk you through a process to map how to determine who is affected by re-engagement and who can influence an effective re-engagement.

Thinking through your stakeholders both internally (individuals, managers of specific departments, colleagues in specific departments, etc.) and externally (vendors, customers, partners) will help you, as the leader, plan a more effective re-engagement into the new normal.



Leader Self Development: COVID-19 Stakeholder Analysis

Avion's adaptation on the traditional stakeholder analysis methodology will help you think about how to approach re-engaging your team and your customers. Begin by thinking about who is impacted by re-engagement.

Who **internally** will you be responsible for re-engaging?
List specific people, positions, departments. Be more specific if needs are unique.



Who **externally** will be impacted when we re-engage? List specific people, positions, departments. Be more specific if needs are unique.



Leader Self Development: COVID-19 Stakeholder Analysis

For each individual, team, and department listed on the previous sheet, create a spreadsheet and answer the following questions. Examples of a few groups are below. It is also effective to think through each member of your team if they have differing concerns and emotions.

- What is the **impact** they have on an effective re-engagement?
- What are their **concerns** about re-engaging?
- What are their **motivations** for re-engaging?
- What **emotions** are they experiencing?
- What **questions** will they have? (key issues to address)

Once you have listed your stakeholders and thought through their concerns, motivations, emotions, and questions, look for common themes to address and leverage across all groups and those that are unique to an individual or one group.

Prioritize your action plan based on the level of impact the individual or group have on an effective re-engagement and how repetitive the issues are. For example, call center employees and management are critical to an effective re-engagement and will have questions on new workplace policies related to social distancing. Address this first to reduce anxiety and ambiguity while leveraging the motivation that they are all happy to be back with colleagues.

Stakeholder (Internal)	Impact	Concerns	Motivations	Emotions	Questions
Call Center Team	<ul style="list-style-type: none"> • Active engagement is critical to customer re-engagement • Need to express optimism to make customers comfortable to book 	<ul style="list-style-type: none"> • With others returning to work in current space, concerns about their health • Cubicles and office space doesn't allow for distancing • Are there new rules? 	<ul style="list-style-type: none"> • Desire to return to work • Increased bookings will drive added income • Excited to see their colleagues 	<ul style="list-style-type: none"> • Fear • Anxiety • Skepticism about health of the business • Relief to be back to work 	<ul style="list-style-type: none"> • Can I wear a mask to work? • What do I tell customers about our business? • Can we continue to work at home? • What if I get sick?
Management Team	<ul style="list-style-type: none"> • Need to express confidence and optimism to calm employees is crucial to our success 	<ul style="list-style-type: none"> • Is it safe to return? • Am I prepared to explain new policies? • What do I change with my team? 	<ul style="list-style-type: none"> • Desire to return to work • Excited to see colleagues • Want to meet goals 	<ul style="list-style-type: none"> • Unsure about how to communicate to their teams • Anxious about personal health 	<ul style="list-style-type: none"> • What are new policies and how do I explain them? • What can I do to help lead us?

Leader Self Development: COVID-19 Stakeholder Analysis Action Plan

Based on what you have determined are common needs, questions, and motivations to address, create an action plan for communication. Take the questions from the previous worksheet that you cannot answer and note them in the “Information Gap” column. You should seek to find answers to these questions or be prepared to state that you do not have an answer at this time but will provide information when available.

Stakeholder (Internal)	Key Issues to Address	Motivations to Leverage	Communication Vehicles	Deadline	My Information Gap
Call Center Team / Management Team	<ul style="list-style-type: none"> New work rules regarding face masks at work and seating arrangements 	<ul style="list-style-type: none"> Excited to be back Focused on meeting personal and company goals 	<ul style="list-style-type: none"> Written policy to be distributed All-hands meeting both by video and in-person when we begin to return Video on policies posted to company intranet 	<ul style="list-style-type: none"> May 26-Distribute policies May 30- video posted to intranet June 1-Virtual all hands meeting 	<ul style="list-style-type: none"> Is there a new policy on office seating arrangements and cubicle spacing? How are we adjusting our attendance policy?

Leader Self Development: Strengths Exercise

Research studies have shown that increasing our self-awareness and understanding of one's strengths can help us to overcome negative experiences. By leveraging strengths during a time of challenge, studies show that individuals are more likely to manage problems more effectively.

Knowing, discussing, and leveraging your strengths leads to less stress and improved ability to cope with problems in the workplace (from *The Power of Character Strengths: Appreciate and Ignite Your Positive Personality*, pp. 18-19).

Since 2009, the Army has implemented a Master Resilience Training program for Drill Sergeants and other leaders. The program's focus is to build resilience and teach how to pass it on to soldiers. One of the main components of the program has leaders identify their strengths, develop a strong understanding of the strengths, and create plans to build on signature strengths. The Army leaders participate in exercises learning how to leverage the strengths of their team members to achieve the best possible outcome.

The next few pages will help you to identify and leverage your strengths. This will also be a team exercise later in this playbook and a topic for one-on-one discussions we are recommending you have with each of your team members.

Leader Self Development: Strengths Exercise

Knowing your strengths helps drive motivation and a clearer sense of direction (Clifton & Anderson, 2001-2; Hodges & Clifton, 2004; Peterson & Seligman, 2004). Awareness of your strengths enables you to leverage them. For example, if one of your strengths is authenticity, you can leverage this strength by using an open, honest, and transparent communication style in your messaging around providing updates to your team regarding changes to policy and procedure as a result of COVID-19. To get started, take the free VIA assessment to identify your character strengths at <https://www.viacharacter.org/survey/account/register>

Jot down your top five strengths identified in the VIA assessment:



What is one way you can leverage each of your top five strengths during this time?



Leader Self Development: One-on-One Discussions

Ensuring that your team knows that you support them during a time of change will ensure that your team stays as engaged as possible. One-on-one conversations where you give them your full attention and focus on their needs is a way to demonstrate support and build optimism for the future. Determine a date that you will complete one-on-ones with everyone on your team. Below is a sample of questions you can ask to have dialogue focused on their needs. The most critical behavior for you is to stay engaged and actively listen to their responses.

I will complete one-on-ones with my team by this date:



Questions to encourage dialogue focused on the individual needs of each team member:

- Tell me how you are feeling right now about (Returning back to the office? Coming back to work? Starting to travel again? Etc.).
- What could we do to support you more during this time?
- Tell me what you or others are concerned about with returning to work?
- What can I do to support you as we re-engage with our work and our customers?
- Tell me about your strengths identified in the VIA assessment (directions on page 22 for the Team Strengths Exercise)
- How can we leverage your strengths as we re-engage?
- What can I do to be a better leader for you and for the team during this time?

Leader Self Development: Personal Reflections and Vision

Think through the last few months and how you have personally handled the crisis. Sharing your personal stories, challenges, learnings, and vision for the future helps to express empathy to your team, build a personal connection, and cultivate optimism for the future.

What did you learn about yourself during this time?



What have you found most challenging?



What are you concerned about going forward?



What are you looking forward to in the future?



Leader Self Development: Compelling Stories

It is important for the leader of the team to create an optimistic future to inspire the team and generate hope. Many companies have gone above and beyond to support and provide inspiration for employees and their communities during this time. Storytelling is an effective way to generate pride and optimism, which are key drivers of overall engagement. Create a short narrative based on a few stories that made you proud to work for your company during this time. Share this narrative with your team during your next meeting and ask your team members to discuss and share their own personal stories.

What are two or three things your company or leadership did during this time that made you proud?



A photograph of a woman in a light pink shirt writing on a whiteboard with a blue marker. She is in profile, looking towards the right. In the background, other people are seated, suggesting a workshop or training session.

Team Learning

Team Learning: Messaging Framework & Initial Re-Engagement Meeting Agenda

Ensuring your team has the information that team members need to re-engage at work is critical in the early stages of the new normal. Bringing your team together virtually or in-person should be among the first things you do in order to communicate needed information, answer questions, and address concerns. Here is an outline of a re-engagement meeting to get you started.

Pre-Meeting: Prepare

- Based on the previous stakeholder analysis (page 12), ask -- what are the main questions and concerns you are addressing?
- Ask -- what do you want to accomplish in this meeting?
- Create an agenda for distribution listing topics to be discussed and leave ample time for questions at the end.
- End the meeting with an optimistic discussion topic, such as: "What are you most looking forward to in the next month?"

Sample Agenda

Information Sharing - Explain needed information first to reduce anxiety and ambiguity.

- Explain relevant dates and timelines with the team.
- Explain safety and health precautions being implemented.
- Explain new policies or changes in the way you work.



Discussion - Getting everyone involved in discussion of key learnings and ideas will help to create a feeling of control and build optimism.

Explore everyone's experience during COVID-19 by asking questions like:

- What was your biggest challenge during the crisis?
- What is one thing you learned during the crisis?
- What is one thing we can do to improve service for our clients/customers over the next few weeks?



Feedback - Giving the team an opportunity to express frustration, ideas for improvement, or desired support will convey your care for them.

- Ask how you can support them as the leader.
- Express that you are open to feedback and ideas.
- Summarize what you heard. Take notes so that you can reflect on things.
- Acknowledge that you heard and express appreciation to the team for surfacing any ideas.



Create a Plan & Close

- If there are follow-up items, commit to deadlines.
- Assign work as appropriate.
- Set the next meeting date with a similar agenda. Creating a meeting ritual now will help reduce ambiguity.
- Close with a round-table, optimistic discussion topic.

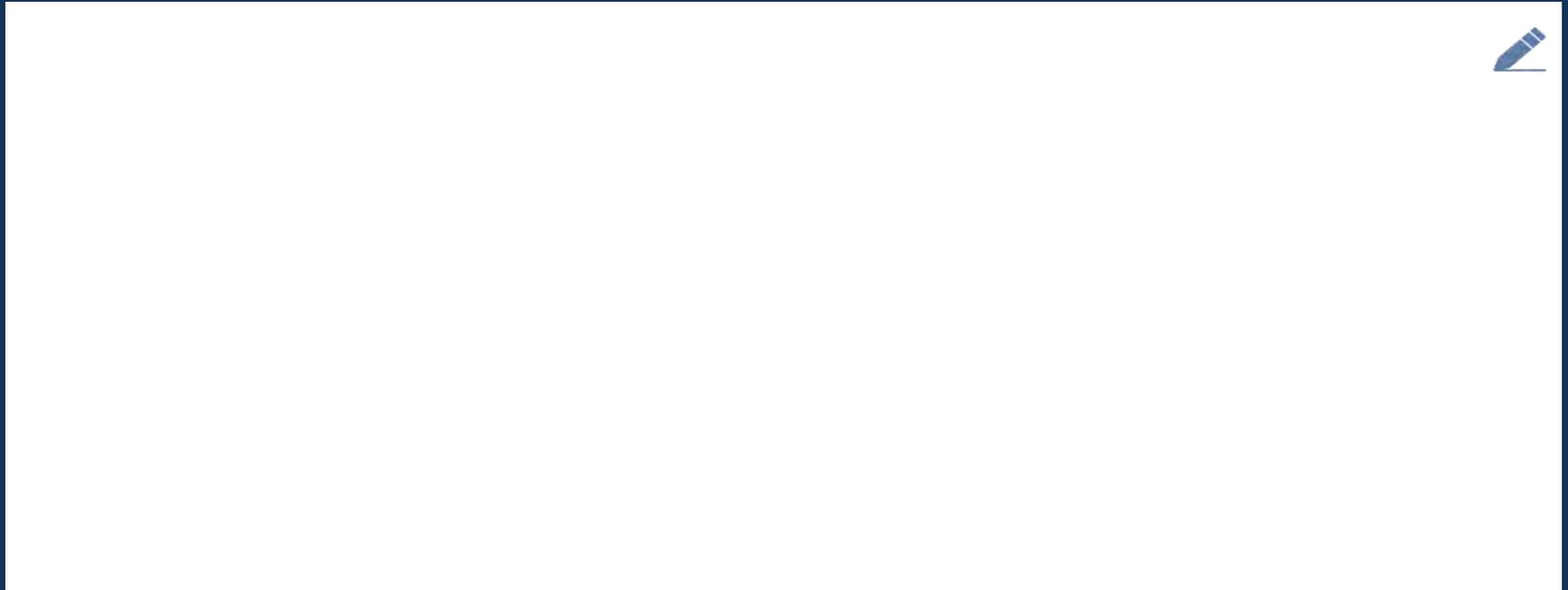


Team Learning: Strengths Exercise Discussion During One-on-Ones

Knowing one's strengths helps drive motivation and a clearer sense of direction (Clifton & Anderson, 2001-2; Hodges & Clifton, 2004; Peterson & Seligman, 2004). Awareness of your and your team's strengths enables you to better leverage them. For example, if one of your team member's strengths is creativity, you might consider involving them in brainstorming sessions around potential new or revised work processes as a result of COVID-19. Have each member of the team take the VIA assessment and send you their top five.

<https://www.viacharacter.org/survey/account/register> Use the space below to document your team's strengths. Look for themes that may appear. Discuss individual strengths and how best to leverage them during the one-on-ones you prepared for earlier in the playbook.

Jot down the five strengths for each member of the team as identified in the VIA assessment:



Team Learning: Emotional Resilience Explained

Many psychologists believe that emotional resilience is comprised of five components (McCullough & Witvliet, 2002). However, more recent research indicates that there is a sixth component of Gratitude.

- 1) **Social competence** – The ability to achieve success in social situations
- 2) **Problem-solving** – The ability to focus on solutions and proactively act on them
- 3) **Autonomy** – The motivation to exercise freedom and ask for it when required
- 4) **Forgiveness** – The inner power to let go of something and move on from there
- 5) **Empathy** – The strength to feel others and look into the matter from their point of view.
- 6) **Gratitude** – An acknowledgement of the good things in life and a positive emotional response toward giving or receiving a benefit from someone

(The Neuroscience of Gratitude and How It Affects Anxiety & Grief, Madhuleena Roy Chowdhury, BA)

Team Learning: Resilience Story

As a team, discuss how you collectively overcame a challenge or obstacle in the past. Using the space below, identify, record, and then discuss as a group, which resilience variables your team tapped into in order to overcome the situation. Develop this story over time as a way to celebrate how your team overcame their challenge.

 A large, empty rectangular box with a dark blue border, intended for writing a team's resilience story. In the top right corner of the box, there is a small blue icon of a pencil.

Team Learning: Directions for Strengths Action Planning Exercise

Have each member of the team take the VIA assessment to identify their top five strengths. The assessment can be taken at <https://www.viacharacter.org/survey/account/register>. Allow team members time to take the survey before holding a session and individually think about their strengths and how they can be leveraged in the current situation.

During a session, which can be held virtually with the whole team, have each team member share their top five strengths from the VIA assessment. Discuss how the group can leverage or draw from each person's character strengths as you re-engage following the crisis. The following process can be used to guide the discussion:

- Describe how awareness and sharing of strengths builds resilience using content on page 15.
- In pairs, have individuals share their strengths with a partner and then discuss as a group. Begin with the leader sharing their strengths and ask for volunteers to continue. You may have partners share one another's strengths if that is more comfortable.
- Review the components of resilience from page 23.
- Have a discussion on which of the VIA character strengths fit into which resilience component using page 26 as a reference. For example: creativity, curiosity, judgement, leadership could be aligned with the problem-solving resilience component. There is no right answer, this is a subjective exercise to help the members of the team align their strengths with components of resilience. The discussion helps individuals to think about how they can contribute to reengagement and will help build a forward-looking and more optimistic focus.
- Discuss each resilience component on page 26 and have team members share strengths they believe align with the component. The next page can be used to help guide this discussion as a handout.
- Have each team member document the exercise on page 27. Thinking about the components of resilience and their related character strengths, what action could each team member take to support re-engagement? For example, a team member with strengths of creativity and leadership make choose to lead an after action review discussion to identify key learnings during the crisis while a team member with a strength of humor and gratitude may choose to plan an event to recognize the team's accomplishments during the crisis.
- Once each team member has completed page 27, share the action items in the group and build a plan by adding dates to be completed.
- For further reading on resilience and stress, you can access these articles:

<https://positivepsychology.com/neuroscience-of-gratitude/>

<https://positivepsychology.com/resilience-in-positive-psychology/>

(6 components of resilience adapted from The Neuroscience of Gratitude and How It Affects Anxiety & Grief, Madhuleena Roy Chowdhury, BA)

Team Learning: Strengths Action Planning for Leaders

Review and discuss each of these components of resilience. Think through your character strengths as identified through the VIA assessment and how they may apply to each of the components.



(6 components of resilience adapted from The Neuroscience of Gratitude and How It Affects Anxiety & Grief, Madhuleena Roy Chowdhury, BA)

Explore: Strengths Based Exercise

RESILIENT LEADERS

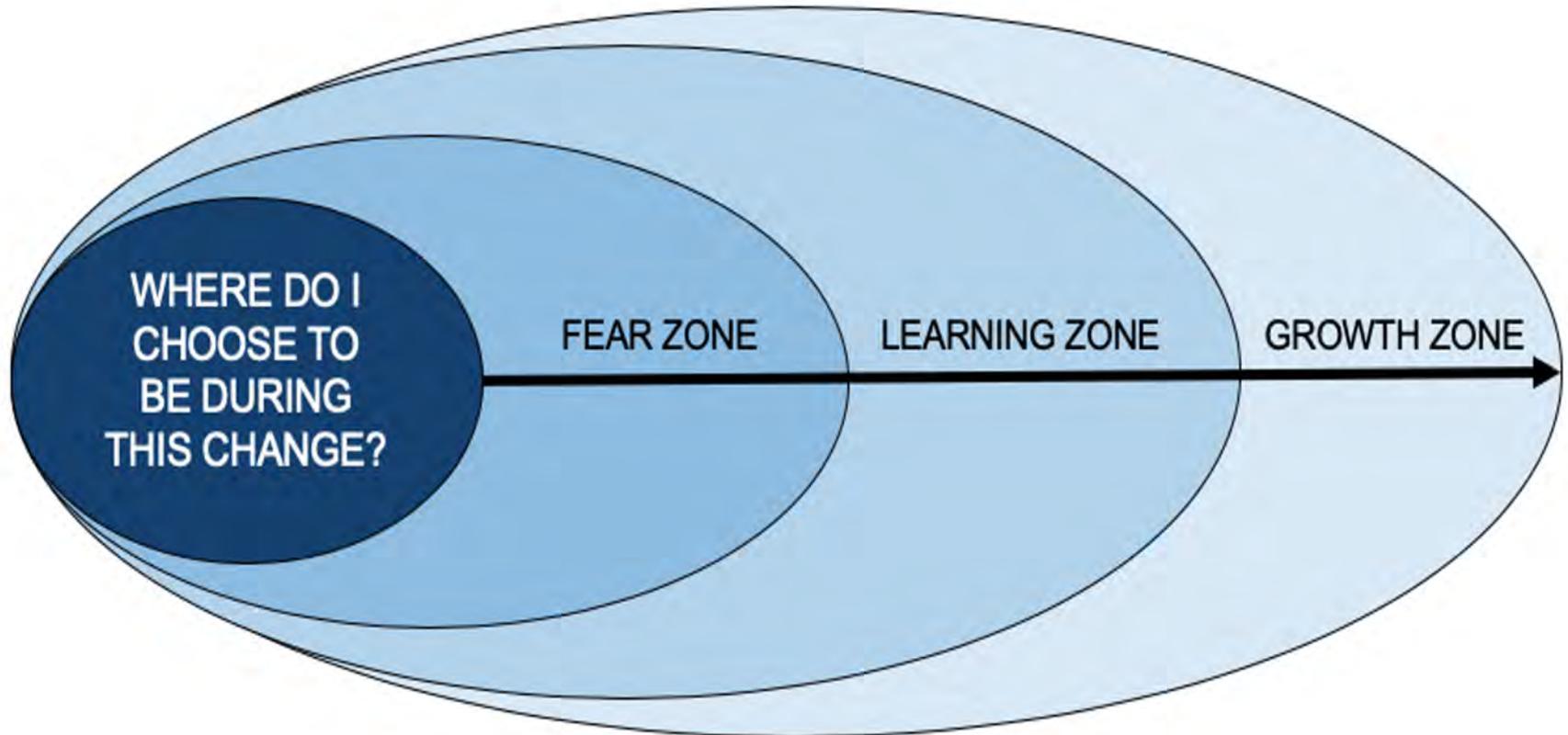
SOCIAL COMPETENCE	PROBLEM-SOLVING	AUTONOMY	FORGIVENESS	EMPATHY	GRATITUDE
Achieve success in social situations	Focus on solutions and proactively act on them	Motivate others by exercising freedom and also ask for it when needed	Demonstrate the inner power to let go of something and move on from there	Exhibit the strength to feel others and look into the matter from their point of view	Acknowledge the good things in life and demonstrate a positive emotional response toward giving or receiving a benefit from someone

MY STRENGTHS & ACTIONS TO TAKE

PERSONAL ACTION PLAN					
STRENGTH	STRENGTH	STRENGTH	STRENGTH	STRENGTH	STRENGTH
ACTION	ACTION	ACTION	ACTION	ACTION	ACTION

Team Learning: Adaptability Exercise

When faced with a new change, we step out of our comfort zone and enter a zone of fear and uncertainty. When this happens, we have the choice to stay in fear or adapt to the change and progress through learning zone and growth zone. Facilitate this discussion with your team. Draw these circles on a flipchart or whiteboard. Spend time discussing feelings and behaviors that would be associated with each of the three zones: Fear, Learning, Growth. Note them on the flip chart.

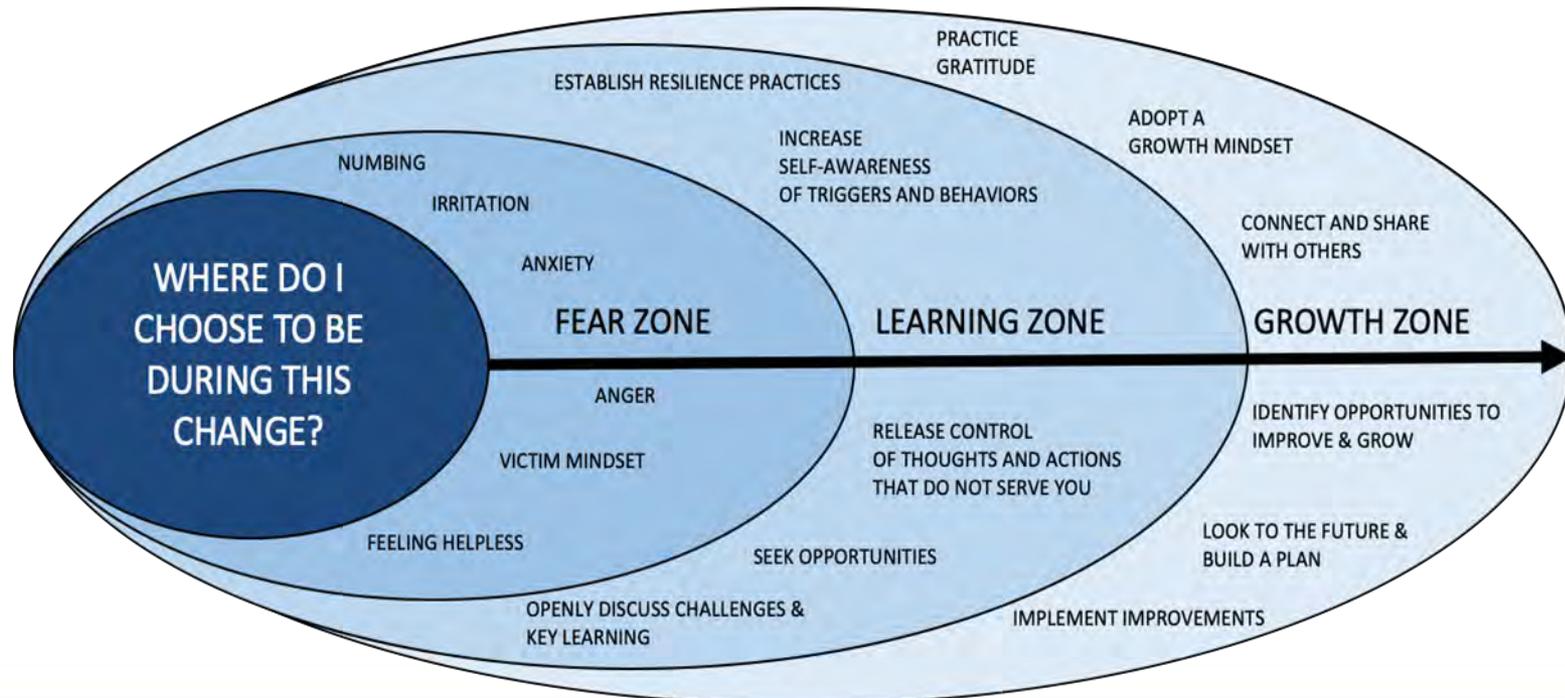


Team Learning: Adaptability Exercise

Here are some examples that can be mentioned. Allow time for discussion in each of the zones, especially in the fear zone. The team should discuss feelings they have had during the time where challenges were experienced.

Once team members have individually completed the adaptability exercise, facilitate a discussion around overcoming fear and uncertainty and transitioning to the growth zone. To start the discussion, you can use the following:

- Why do we avoid fear and uncertainty?
- What are the signs that someone is in the fear zone?
- What are the signs that someone has moved into the learning zone?
- What behavior change does it take to transition from the learning zone to the growth zone?
- What actions or behaviors can we adopt as a team to ensure we support each other and stay in the growth zone?



Reference	Topic
The Five Coaching Conversations by John Gates, Morgan Massie, Steve Williams	Coaching
Ready, Set, RIPEN! A Leader's Guide to PREPARING PEOPLE for DEVELOPMENT by Jeff Graddy and Sacha Lindekens	Readiness for Development & Learning
How Leaders Improve: A Playbook for Leaders Who Want to Get Better Now by John Gates, Jeff Graddy, Sacha Lindekens	Leadership Development
HBR: You're not powerless in the face of uncertainty	Leadership in Crisis
HBR: Communicating through the coronavirus crisis	Communication during COVID-19
HBR: Managing the stress and uncertainty of coronavirus	Stress Management during COVID-19



For more information, or to learn how to bring ReNew Leadership training to your team or organization, please reach out to us and a member of our team will happily assist you.

www.avionconsulting.com

<https://www.linkedin.com/company/avionconsulting/>

<https://www.facebook.com/AvionConsulting>