



10 Tips for Managing During Challenging Times

How you treat people during tough times says more about you than how you treat them in good times.

1. COMMUNICATE, COMMUNICATE, COMMUNICATE

You can't communicate too much! Discuss the current situation and the affect it is likely to have on the Federation openly and honestly at meetings with both professionals and volunteer leaders. However, don't make it the only topic for discussion. Help people keep it in perspective. Use the opportunity to demonstrate the importance of Federation and the role Federation plays in the Community.

2. TAKE CARE OF THE "ME" ISSUES QUICKLY

Let Federation staff know how the current situation will affect them. If you don't know, tell them that and update them as the situation changes. Let staff know about any employee assistance programs available to them and let both staff and volunteers know of resources in the community they can turn to. Share information that your staff or their spouses or partners may need.

3. MAINTAIN A LASER SHARP FOCUS

Focus on and communicate your core values. Go back to basics. Resist the inclination to do too much. Focus on those areas that will make a difference and put off those activities on the margins. Focus on what Federation does best.

Reiterate the mission — again and again. It provides focus for day-to-day activities, particularly at a time when people are easily distracted by personal concerns.



4. DISPLAY A BALANCE BETWEEN REALISM AND OPTIMISM

Even in the face of uncertainty, you need to plan and make decisions. Everyone is counting on you to display confidence that the storm can, and will, be weathered. Making tough decisions provides the credibility needed to create hope and see the potential for the future.

Be realistic, and confident that things will improve. People need to hear that things will get better, and that challenges will be overcome. Rally your staff around Hope – but keep them grounded in realism. Acknowledge the issues, that times are tough, and that we are all sharing the burdens and the pain. Assure people that their needs and interests are heard and understood, and that you will do everything you can to support them.

5. CONTINUE TO HOLD PEOPLE ACCOUNTABLE FOR RESULTS

Set clear short-term objectives for staff members to focus on. Short term goals can rally people when the longer term is uncertain. Set clear expectations and provide regular feedback.

6. ASK PEOPLE FOR IDEAS

Engage everyone in thinking about how to deal effectively with this crisis. Be open to new and creative ideas. This may be the perfect time to try something different.

7. RAISE THE LEVEL OF PRAISE AND RECOGNITION

Be extravagant with Praise and Recognition! Commend excellent performance! Acknowledge successes! Thank people for their hard work. Provide words of encouragement. Send a nightly email thanking staff for their efforts and acknowledging their challenges.

8. SUPPORT YOUR TEAM

Look for ways to bring people together virtually to have some fun and some laughs. Encourage the sharing of personal stories. Celebrate birthdays. Encourage virtual lunch groups, and virtual learning.



Focus on the “we” not the “I.” The “I” makes the speaker feel good; the “we” makes the listener feel good!

9. MANAGE YOURSELF

Manage the need to take control and fix it your way.

Keep your sense of humor!

Support Yourself:

- 1. Identify a few key advisors or a Kitchen Cabinet – people who can listen to you and with whom you can safely discuss tough issues. Don’t hesitate to ask for input and advice. Asking is a sign of strength, not weakness.
- 2. Keep the separation between “self” and your position clear. Listen to criticism and feedback but remember QTIP (Quit taking it personally.)
The criticism may be about Federation and what the Federation is doing – Not about you personally.
- 3. Encourage your Team to raise tough questions, challenge your assumptions, express what they are thinking. This is the time to consider options, understand all the pros and cons, and make the best decision.
- 4. Stay focused on the priorities that will make a difference.

10. BE SENSITIVE TO THE STRESS OF WORKING REMOTELY

Here are some Tips For Helping Your Staff Work Remotely

(thank you Jewish Federation of Cleveland)

1. Communicate as much as possible. This helps each of you feel connected. Meetings can be brief so that they don’t waste time, but it is important to **share updates** and **expectations** as they are changing rapidly.
 - a. Set regular times for holding team huddles (via phone or video conference).
 - b. You may need to “check-in” on a 1:1 basis more often than you would normally meet when in the office.

2. Make sure they know ways to reach you and if there are specific times that you are available.
3. Check on the emotional well-being of your staff members. See how they are holding up and if there are ways you can assist, or resources that might help them.
4. Try to be flexible with them. Many of us are juggling a lot of unusual circumstances. The more flexibility you can show during this time, while still accomplishing the work, the better. People may work at unusual times while they balance personal and family responsibilities. And expect interruptions – if someone’s child interrupts a conference call, take a minute to say hello!
5. Don’t forget the water cooler! Socialization and team camaraderie are benefits of being in a workplace together, so consider ways that your team can stay socially connected when everyone is in different locations.
6. Share what your team’s main role is during this time (which may change). It may look different from the usual, and it is important to be explicit with your staff so that you are all on the same page.
7. Make sure that your team members have the resources they need to be productive.

Remember that JFNA is here to support you and your Federation.

Please let us know if there is anything we can do to help!