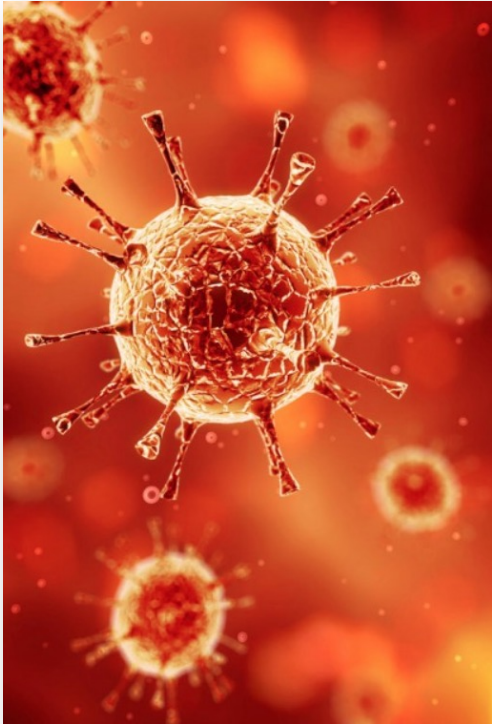


# LEADING WITH IMPACT IN THE POST COVID-19 WORKPLACE

Presented by Fran Connelley





## COVID-19: Existing communication issues are amplified

*“Fran, if ever you need a case study in slow communication, strained leadership messages, confusion and mixed messages, let me know...”*

**Senior Manager, one of Australia's largest national NFPs 19/3/20**

*We've just lost a Regional manager to a competitor and the entire team has issues.*

**People & Culture Manager, \$15m NFP, WA 9/6/20**

*“It feels like our senior leadership team has lost touch with our frontline.”*

**COO, NFP, SA 23/4/20**

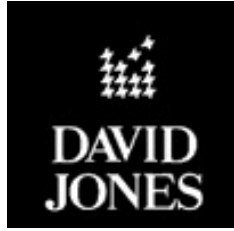


# About Me

I work with leaders of mission driven organisations to improve internal communication and build a supportive, high performance workplace culture.



**2 books**  
**23 years NFP sector**  
**200+ workshops**  
**90% Av. eval score**



# POLL TIME



**So what is the single key ingredient for  
effective leadership communications  
right now?**



# Humanity



“This is a time that requires leaders to be exceedingly human.”



Patrick Lencioni, Author



# Google's Project Aristotle



Purpose: Discover how to build the perfect team.

Study of 180 teams over 51,000 employees 2012-2014 identified that:

- Understanding and influencing “group norms” was the key to improving productivity.
- Of all the norms identified **Psychological Safety** was the critical common factor shared by the most successful teams.

*“In the best teams, members listen to one another and show sensitivities to feelings and needs.”*

Source: <https://www.nytimes.com/2016/02/28/magazine/what-google-learned-from-its-quest-to-build-the-perfect-team.html>



“Psychological safety refers to a shared belief held by a team that the team is safe for interpersonal risk-taking. A sense of confidence that the team will not embarrass, reject or punish someone for speaking up.” Amy Edmondson



Humanity → Psychological Safety TRUST →

If your employees feel heard, valued and supported, so will your clients.



Image : Courtesy The Housing Connection

The logo for FE MARKETING, featuring a stylized 'FE' symbol followed by the word 'MARKETING' in a sans-serif font.



# POLL TIME



# Today's presentation

1. A Trust Framework for organisational communications
2. 5 Tips for CEO communications
3. Case Study: Best practice in remote communication

# A Framework for building TRUST

Across organisations



CLARITY, CONSISTENCY, FREQUENCY



# A Framework for building TRUST

Across organisations

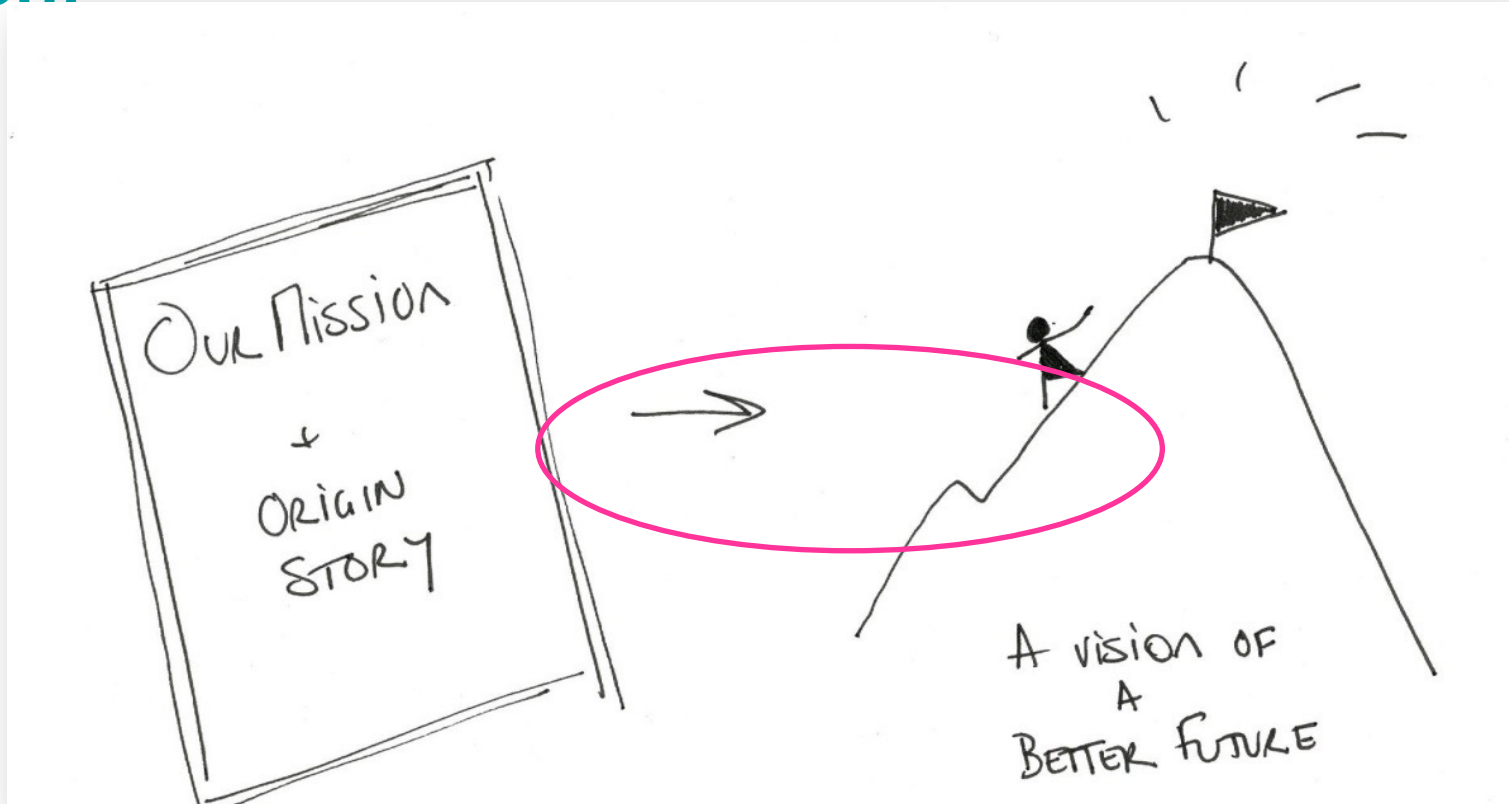


It all begins with the CEO. The people you lead need to be able to trust you personally and trust that you have the organisation's mission as your driving purpose.

This requires clear decision making by the CEO. They are the change enabler and culture champion. "This is not the time for a committee".

It is critical that the CEO and Senior Leadership Team TRUST each other and are seen to TRUST EACH OTHER.

# The Leader as Culture Enabler (& Change Champion)



Sharing the vision of a brighter future and a stronger organisation with COVID-19 behind you.  
Connect the change process to the mission by explaining the WHY as well as the WHAT.  
Your people have to KNOW that **you TRUST them**.

# The Leader as Chief Storyteller



**“Stories are the real drivers of change.”**

A good story is the greatest tool we have to combat noise (and fear) because it structures information in such a way that people feel compelled to listen.



# WHY DO STORIES WORK?

Because the human brain loves them.

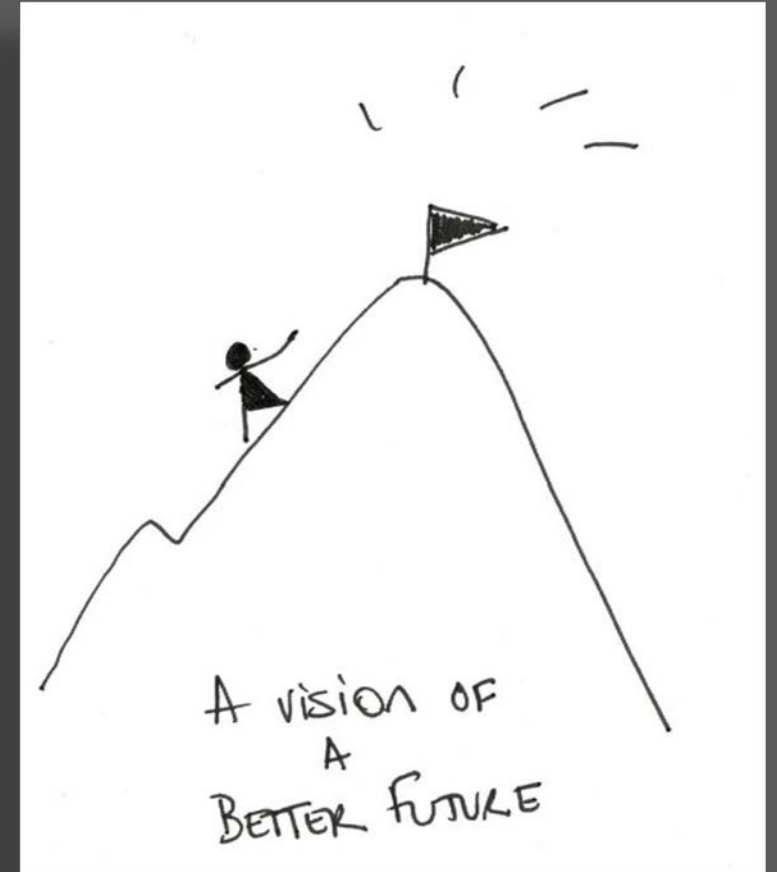
Stories take people on a journey.

This makes it EASY for them absorb and remember your message.

Your people need to hear your story before they know they can trust you. Only a story can answer the question:  
*Why should I trust you?*

Sample stories:

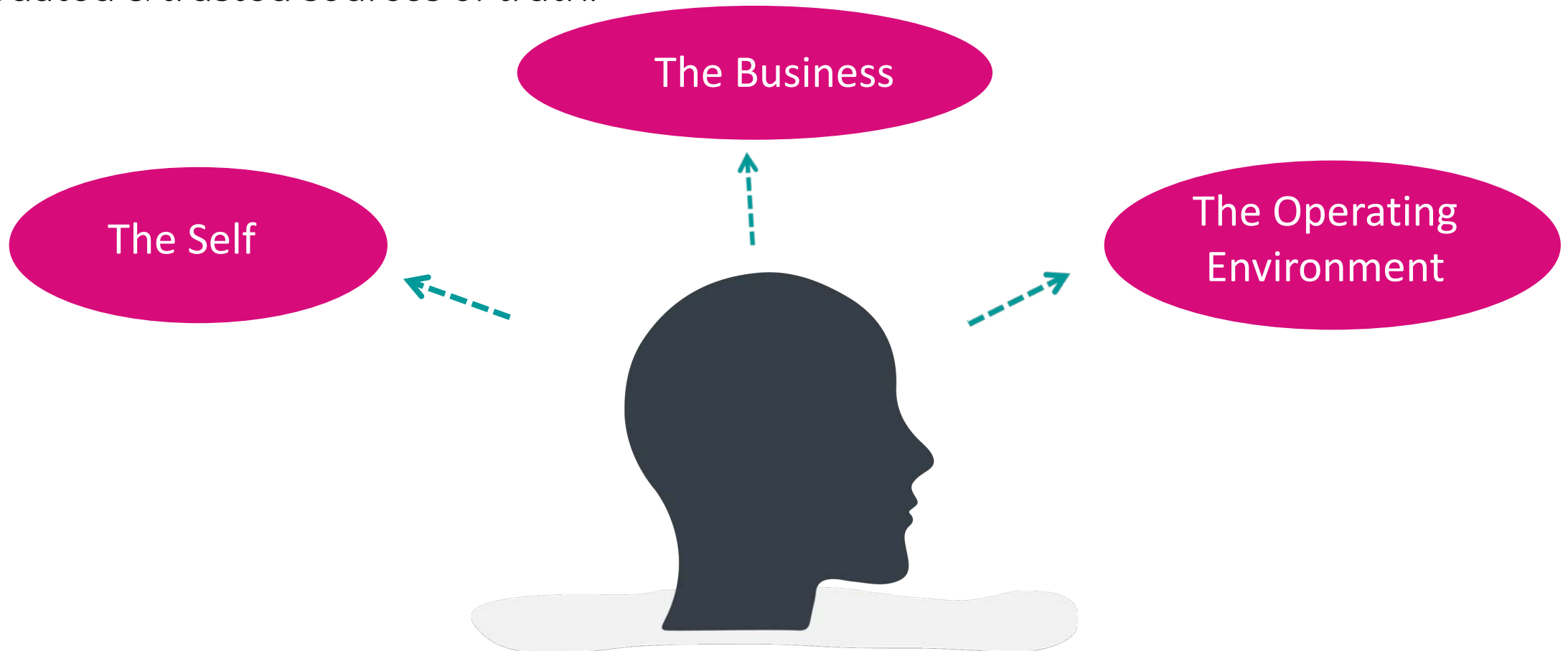
Origin story, my COVID story, CEO story, client story, employee story, carer story, parent story, volunteer story, donor story.



"This makes sense!"

# The Leader as the source of TRUTH

Successfully leading people through change requires three levels of awareness. In a rapidly changing environment this means fast, first-hand learnings based on updated & trusted sources of truth.





The leader has to ensure the organisational structure supports its strategy.

An outdated structure erodes TRUST, blocks communication channels and undermines the ability to lead change.





# A framework for building TRUST

Every contact with every stakeholder sends a message of some kind.  
In the absence of clarity people make up their own meaning.



Tone  
Language  
Labels  
Clarity  
Authority  
Empathy

# Types of Messages

Leading people through change requires a blend of 3 types of messages:



Direction – giving:  
being crystal clear on  
what is required



Meaning & Relevance –  
making: explaining why it's  
required of them, your  
purpose



Empathy: acknowledging  
how people will/ may feel  
about it

Source: American Business Review *Leader Communication Strategies Critical Paths to Improving Employee Commitment* J& M Mayfield 2002

# Link your internal and external brand

The internal brand drives employee engagement. It ties the organisation's brand values to daily behaviours and acts as the central platform for internal communications.

## The internal brand is built on TRUST

It links the individual's WHY to the organisation's WHY  
Employees feel a shared sense of identity, mission and direction.

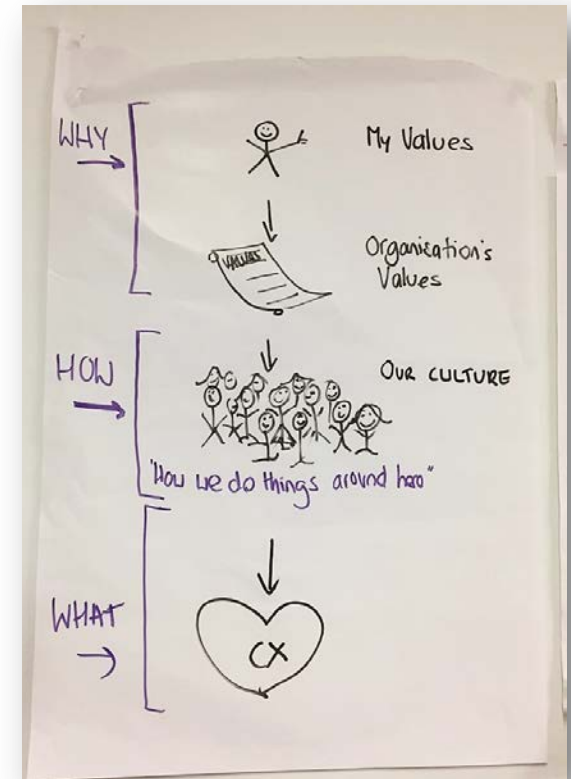
*E.g.: If you say you stand for 'RESPECT'*

*How does that impact how you hire and fire?*

## The external brand is built on TRUST

(not billboards, websites or brochures)

When your culture reinforces your brand values,  
you begin to deliver a consistently superior quality,  
values driven, customer experience.



# A framework for building TRUST

HOW you communicate is as important as WHAT. The more informal the channel the more immediate, effective, proactive and **PERSONAL**. Face to face builds trust faster than any other channel. Virtual face to face beats written every time.



Face to face  
Zoom/ Teams/ Yammer/ Slack  
Facebook / Instagram / iPhone video / Insta stories  
Email  
Mobile/ landline



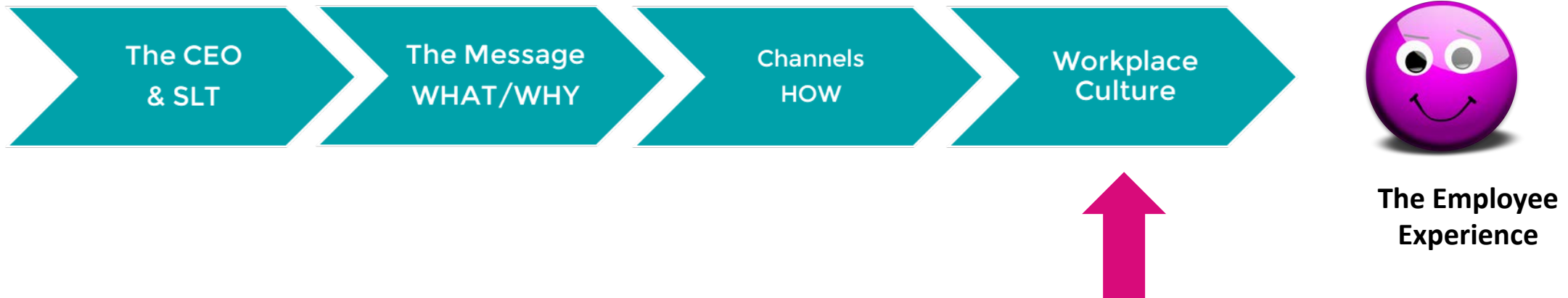
# An action is not an outcome.

A channel is NOT an outcome.  
A meeting is NOT an outcome.  
An email is NOT an outcome.

An outcome is the result achieved from an action or a series of actions.



# A framework for building TRUST



Patterns of thinking and communicating drive workplace culture or “*How we do things around here*”. They act as a filter, directly influencing the actual employee (and customer) experience

These invisible patterns are the reason culture can be so hard to shift. If you can’t identify them, you can’t address them.

Culture is the strategy enabler and key business driver in the post-Covid workplace.

# POLL TIME





# 5 leadership tips for the servant leader (how to be “exceedingly human”)

- 1 Be proactive
- 2 Be personal (virtually, digitally, actually)
- 3 Be transparent
- 4 Be self-aware
- 5 Be a storyteller

# CASE STUDY: MARATHON HEALTH





**Megan Callinan**  
**CEO Marathon Health**

***“The legacy of COVID is that geographical boundaries don’t exist any more.***

*People are looking for quality services through whatever medium that is most effective for them - and that is purely a consumer choice.*

***We’ve come through the other side of COVID a stronger organisation.”***



# Marathon Health: Background



- A not-for-profit, registered charity delivering high quality health and wellbeing services to people in NSW, ACT and now SA.
- Enable communities to thrive though improve health and wellbeing by delivering '*better healthcare, closer to home.*'
- Grown from an organisation of 60 people \$15m to 260 people and \$30m+ m in 5 years.
- Key service areas:
  - Preventative Health and Chronic Disease Management
  - Mental Health (7 contracts and the largest provider of headspace in Australia)
  - NDIS support coordination, allied health, positive behaviour support for complex clients, crisis support for people with exceptionally complex support needs in NSW, ACT and SA.

# Marathon Health: 3 Key Learnings from COVID

1

Clear decision making and consistent communications at multiple levels. This is NOT the time for a committee. One single source of truth for all messages delivered by managers at all levels. (FAQs)

2

This is NOT the time for penny pinching. Staff received the tools and supported needed to work from home immediately- mobiles, headsets, webcams, desks, chairs ...whatever was needed.

3

Provide people with the opportunity to ask questions **safely**. The “dumb IT questions, the fearful COVID questions”.

# Leading with Impact: What they did

9.30am Daily  
“STAND-UPS”  
CEO, SLT & senior  
managers

Single source of  
TRUTH for  
messages from all  
managers

Bi-weekly Lunch  
forums for health  
and safety Q&A to  
reduce anxiety

Fortnightly iPhone  
video updates  
from CEO

Raised the profile  
of senior staff

Daily Lunch “IT  
Q&As” to  
support remote  
working

Staff held  
Lunchtime learning  
sessions

9am Mondays  
Mindfulness  
sessions

FUN challenges:  
trivia, pets,  
piñatas, cooking

The result: Clarity, confidence and a TRUSTED community of support around their people.



# Leading with Impact: What they did

marathon  
health  
better healthcare, closer to home

Board update  
COVID-19 response

Date	Action	Rationale	Response/messaging	How was it communicated
3 March 2020	General health advisory	Heightened staff focus on the virus Increased media reporting	Personal hygiene High risk travel	All staff email
10 March 2020	Increase PPE stocks Hand sanitising stations Additional risk management measures	Stage 1 Pandemic Plan	Marathon is increasing measures to keep you safe	Posters Communique
10 March 2020	Business continuity planning	Stage 1 Pandemic Plan	Program specific business continuity plan developed for all services	Direct to RMs to develop plans
16 March 2020	Isolate core business functions	Stage 2 Pandemic Plan	Staff performing key business functions are working from home	Direct to RMS, Impacted staff Communique FAQs
17 March 2020	Balanced approach	Staff concern about the stage implementation of protection measures	Planning for all staff and services. Coordinated and deliberate response	Staff Alert email from Megan FAQs for Managers
18 March 2020	Moving to a virtual environment	Stage 3 pandemic plan enacted ahead of government response increase	Moving to WFH from 20 March 2020	FAQs for Managers Staff meetings
19 March 2020	Client and funders comms	Moving to a virtual service environment	As per comms plan under development	As per comms plan under development

T 1300 402 585  
ABN 86 154 316 975

marathonhealth.com.au

Board Update: Covid-19 Response 3-19 March

Key messages

Marathon Health delivering services virtually

18 March 2020 1.00pm

What?

- Marathon Health still providing important services to our customers
- We moving to virtual from COB Friday 20 March
- All offices to close
- All outreach to cease. No face to face client contact from Friday. No face to face while we are in the virtual environment. All booked appointments to be transferred to tele or postponed for at least 4 weeks.
- Telehealth where possible

Why?

- We know the government is looking to increase its response
- Human biosecurity emergency
- We expect further government action limiting movement and contact and want to be ready to respond

How long

2 weeks and revise – preparing for 4 weeks at this stage.

What if people don't want to/can't

- This is a compulsory step. All offices will be closed
- We want support staff and we understand that some staff may find it more difficult for a range of reasons
- If you don't have a suitable location to work from, talk to your manager about finding an alternative
- You can also take leave – talk to HR

What is happening with new starters

- Where possible renegotiate start dates and defer if possible.
- Continue recruitment processes virtually as scheduled.
- If deferment can't be achieved and we risk losing the potential employee, speak to Margaret to work through virtual induction

Casual employees

- If there is work to be done we will find it otherwise we will keep in contact as we return to work

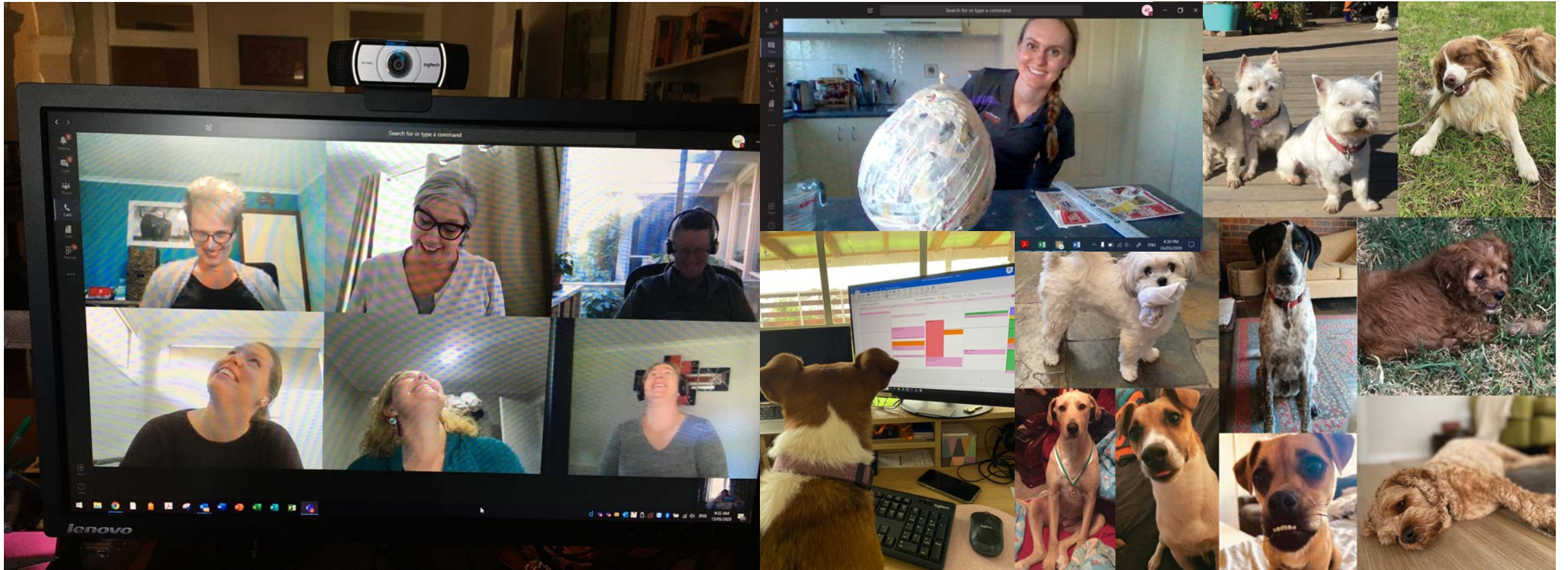
Logistics

- All staff need to be approved to WFH by Friday COB by their Exec Manager

Page 1 of 3

Key Messages paper 18 March

# Leading with Impact



*“Covid-19 has brought us closer, it has broken down barriers.”  
- Megan Callinan CEO*

# What we've covered today

1. A Trust Framework for organisational communications
2. 5 Tips for CEO communications
3. Case Study: Marathon Health Leading with Impact



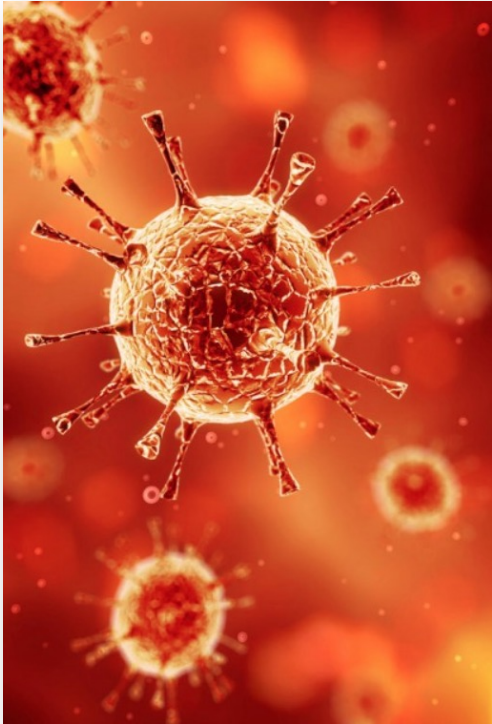
# The Challenge

**Spend some time today thinking about your internal communications:**

1. What's working well?
2. What's not working?
3. What's possible?







The goal from this crisis must be to emerge stronger and better connected than ever to:

- your people
- your mission and
- the people you are here to serve.

THANK YOU.

# Questions??

# If you'd like help, call me.



SLT Communications & Culture Review

Strategic Communications Program

The Culture Masterclass

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