



Leading your team through crisis
Webinar Insights
April 2020



MAKING AN
IMPACT THAT
MATTERS

since 1845

Leading your team through crisis



NTT Pro Cycling



“It is crucial for team leaders to adapt to change in uncertain times.”

Uncertainty and crisis have become a part of our daily lives across the globe. This has been evident with the current global spread of the novel coronavirus (COVID-19), which has caused unanticipated disruptions, panic and uneasiness, not only in people’s lives but also in economies as well as jobs.

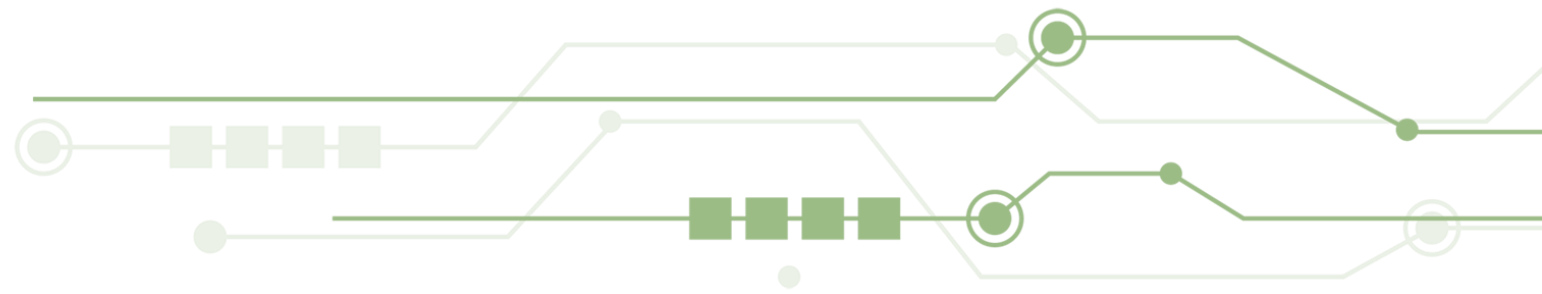
In times of crisis, team leaders may be concerned about how these changes may affect internal team morale and performance, and how to manage teams.

It is crucial for team leaders to adapt to change in uncertain times. This can be achieved, by going back to basics, and building a solid foundation of culture, diversity and a shared purpose within the team. This may assist team leaders to build collaborative teams. There should furthermore be clarity on why the team exists and what the team stands for;

requirements of work delivery; ensuring open communication amongst team members; and building trust within a team. This will help teams to reach a common goal.

Understanding the psychological impact

For team leaders to respond accordingly, there needs to be an appreciation that an event may affect team members differently. For example, the psychological well-being of individuals can be affected differently, due to unforeseen changes in the way of doing things, panic over uncertainty of how long a catastrophe will last, and having to adjust to new ways of operating and working. Some individuals may take more time to adjust to these changes compared to others. Such factors can potentially have an impact on the overall team performance resulting from a slowdown in individual performance and shifts in work focus.



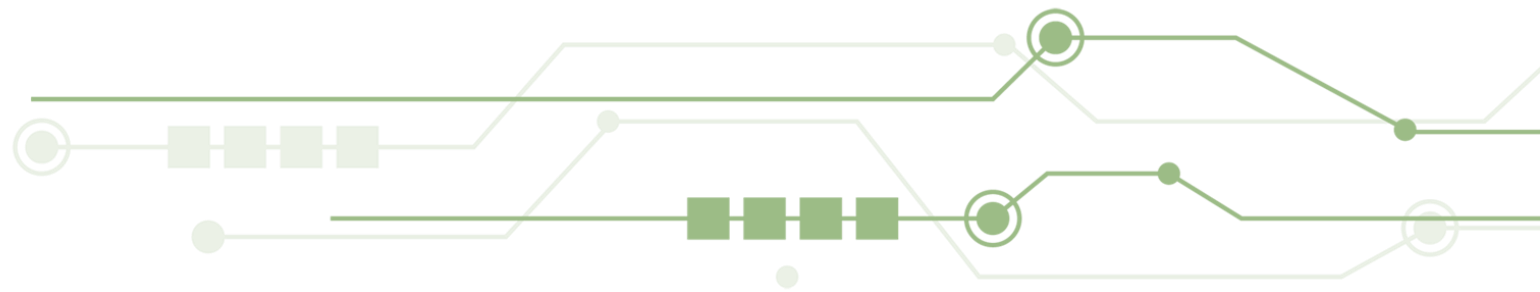
“In the midst of a crisis, there are three focus areas that need to be taken into consideration when managing teams...”

Therefore, team leaders need to take the psychological element into account when leading a team through crisis and show support and empathy towards team members by getting a clear understanding of individual team member’s lives and current situations. Knowledge of such information can be attained through constant communication and paying attention to individual responses of team members when communicating.

Crisis focus areas

In the midst of a crisis, there are three focus areas that need to be taken into consideration when managing teams, namely: *family*, *purpose* and *opportunity*. *Family* remains a priority in people’s lives. As concerns over family become elevated, it is therefore important for individuals to remain

connected and close to family in order to give and receive support in challenging times. Team leaders can show support by encouraging team members to connect with family in difficult times. The element of *purpose* relates to creating hope for others who are affected in times of crisis. Hope can be built by sharing success stories on different social platforms, to encourage others. This could help bring about a positive outlook and encourage individuals to take leadership of their lives and their work. Team members also have the responsibility to make the best of the situation and use it as an *opportunity* to better themselves in their careers and beyond, and to work on their weaknesses.



“Technology has played a notable role in ensuring constant connectivity and immediate return of information.”

Embracing tech in times of crisis

Technology has played a notable role in ensuring constant connectivity and immediate return of information. Organisations need to consider building the kind of technological capacity that will enable quick responses in times of crisis. This will allow organisations to adapt much quicker to unanticipated changes and thus ensure that business continuity is not completely lost.

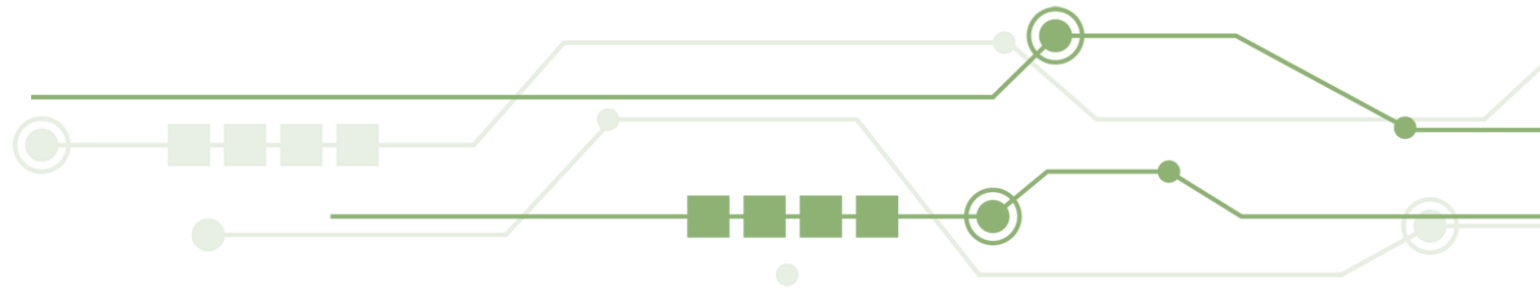
The importance of technological capacity has been seen with the current COVID-19 lockdowns affecting about 80% of the world in some form.¹ During this lockdown, companies with greater technological capacity have made it possible for employees to work remotely and remain connected with their team members, thus keeping up productivity.

A high level of preparedness and planning for times of crisis or unforeseen changes is an essential for all businesses, business units and team leaders.

Therefore it remains essential for all teams in an organisation to build a solid structure for their teams and plan ahead for such challenging instances, in order to make it somewhat easier to adapt when required. It is also important for both team members and team leaders to be flexible and find individually conducive ways to adapt to unanticipated changes – more especially the kind of changes that may become the “new normal” in future.

¹ Fitch Solutions, 2020. Covid-19 Recession: Three Downside Scenarios for the Global Economy.

Contacts



Dr Martyn Davies

Managing Director: Emerging Markets & Africa
Dean: Deloitte Alchemy School of Management
Deloitte Africa

Tel: +27 (0)11 209 8290

Email: mdavies@deloitte.co.za

John Brodie

Consulting Director: Human Capital
Deloitte Africa

Tel: +27 (0) 11 209 8887

Email: jbrodie@deloitte.co.za

Fortune Gamanya

Associate Director: Human Capital
Deloitte Africa

Tel: +27 (0) 21 427 5824

Email: fgamanya@deloitte.co.za

Authors

Hannah Marais

Associate Director: Africa Insights
Deloitte Africa

Tel: +27 (0)11 304 5463

Email: hmarais@deloitte.co.za

Masego Ntsoane

Junior Consultant: Africa Insights
Deloitte Africa

Tel: +27 (0)11 517 4307

Email: mntsoane@deloitte.co.za

This insights summary is based on a webinar with the same title that was hosted by Deloitte Africa's **Dr Martyn Davies**, Managing Director of Emerging Markets and Africa, and Dean: Deloitte Alchemy School of Management on 1 April 2020. Speakers included:

- **Doug Ryder**, Team Principal of NTT Pro Cycling World Tour Team
- **John Brodie**, Consulting Director, Human Capital, Deloitte Africa
- **Fortune Gamanya**, Associate Director, Human Capital, Deloitte Africa



Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms, and their related entities (collectively, the “Deloitte organization”). DTTL (also referred to as “Deloitte Global”) and each of its member firms and related entities are legally separate and independent entities, which cannot obligate or bind each other in respect of third parties. DTTL and each DTTL member firm and related entity is liable only for its own acts and omissions, and not those of each other. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

This communication and any attachment to it is for internal distribution among personnel of Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms and their related entities (collectively, the “Deloitte organization”). It may contain confidential information and is intended solely for the use of the individual or entity to whom it is addressed. If you are not the intended recipient, please notify us immediately by replying to this email and then please delete this communication and all copies of it on your system. Please do not use this communication in any way.

None of DTTL, its member firms, related entities, employees or agents shall be responsible for any loss or damage whatsoever arising directly or indirectly in connection with any person relying on this communication. DTTL and each of its member firms, and their related entities, are legally separate and independent entities.

© 2020. For information, contact Deloitte Touche Tohmatsu Limited.