

# Mindful Leadership & Communication in a Crisis

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DARDEN SCHOOL  
of BUSINESS

CHARLOTTESVILLE, VA

WASHINGTON, DC

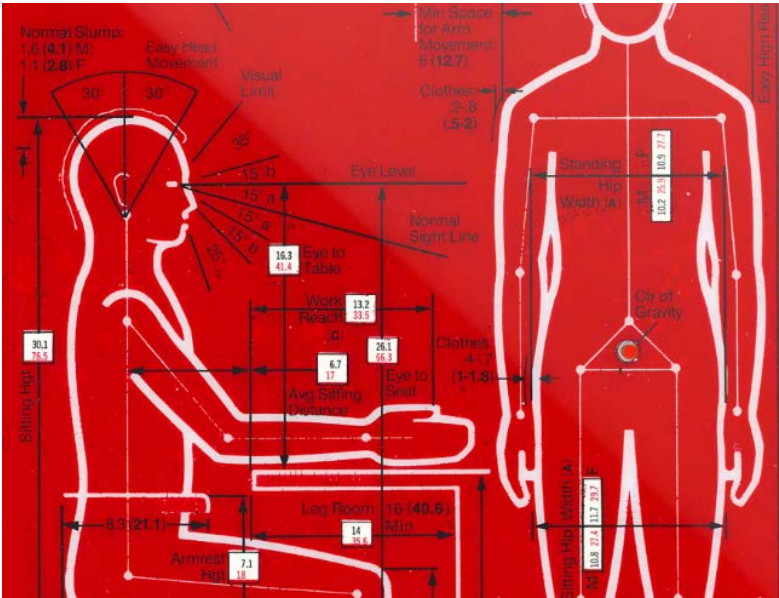
SAN FRANCISCO, CA

SHANGHAI, CHINA

# COVID-19 CRISIS HITS ON ALL LEVELS



Regional Economic



Human Scale



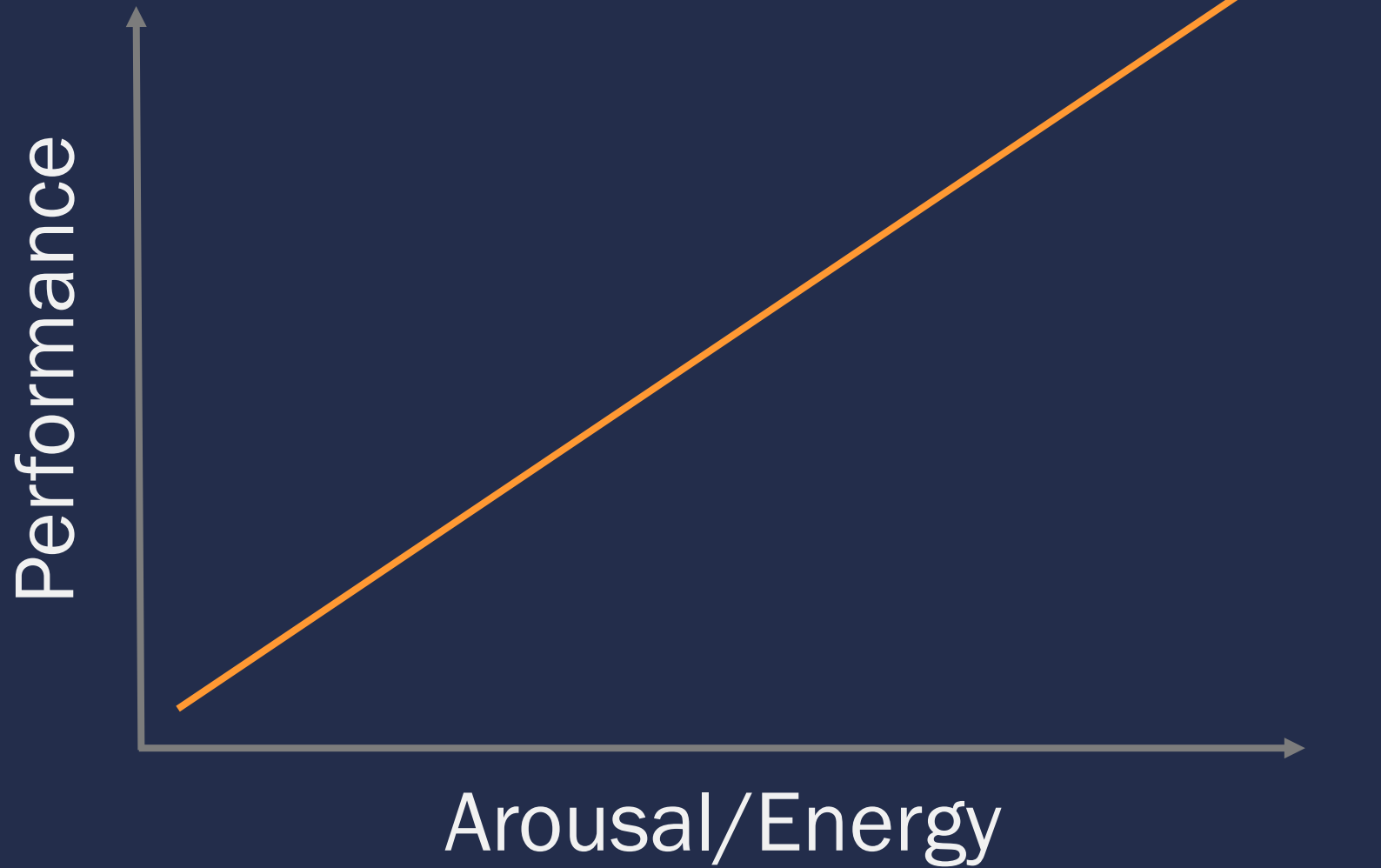
Leadership



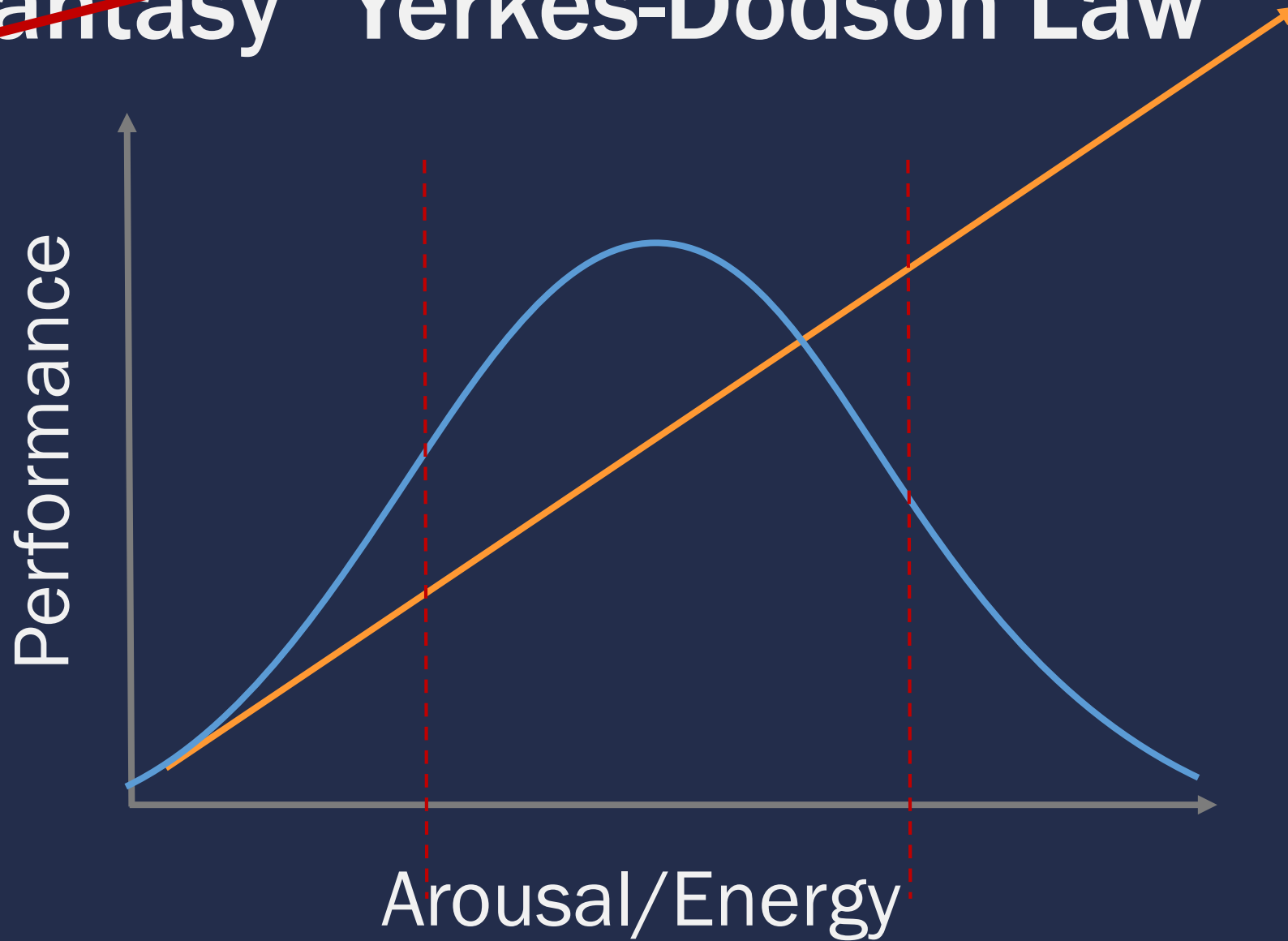
# WORK FROM HOME IS NOW YOUR BUSINESS



# The Fantasy

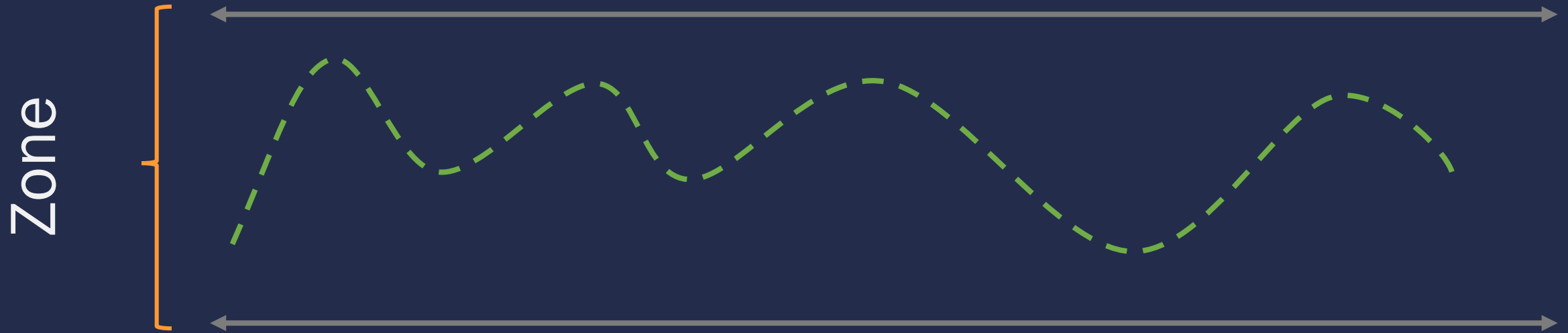


# ~~The Fantasy~~ Yerkes-Dodson Law



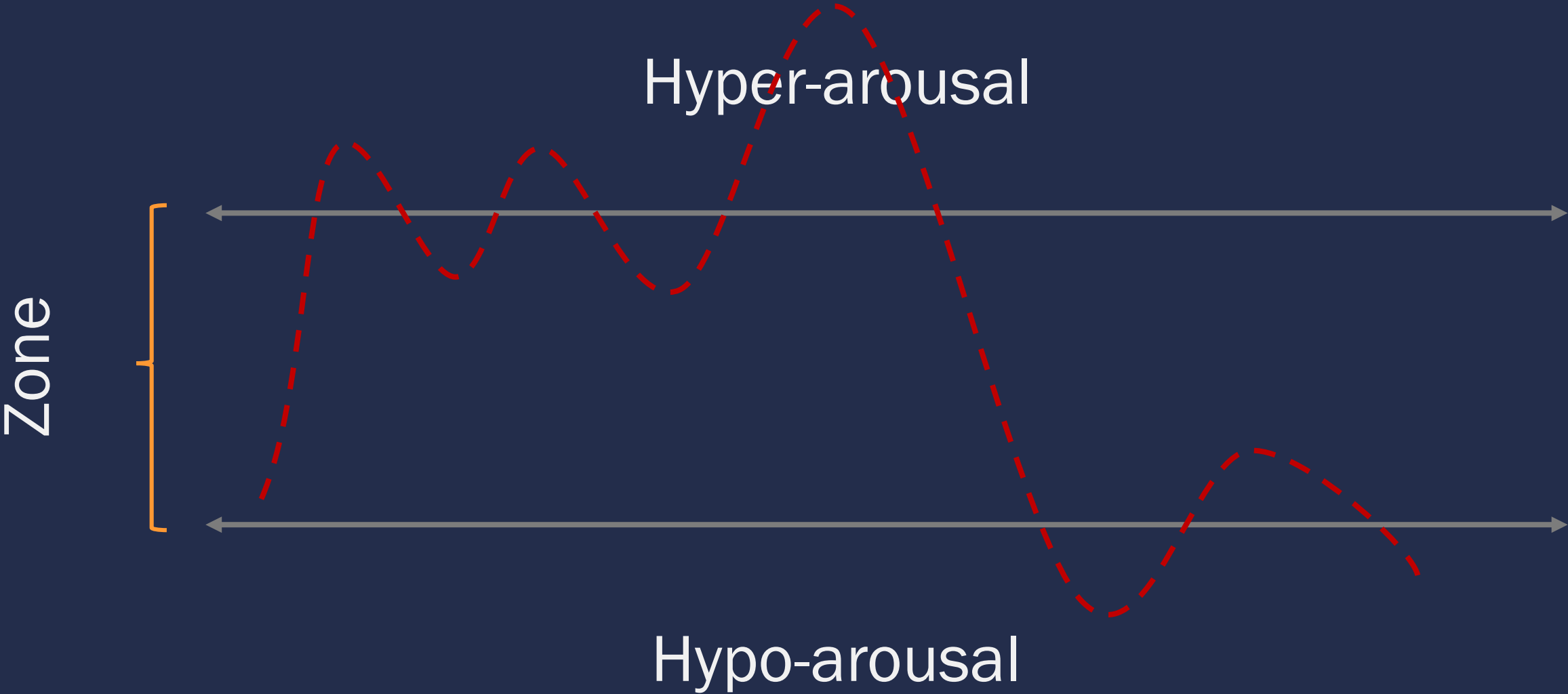
# Resilience = Effort & Recovery over Time

Hyper-arousal

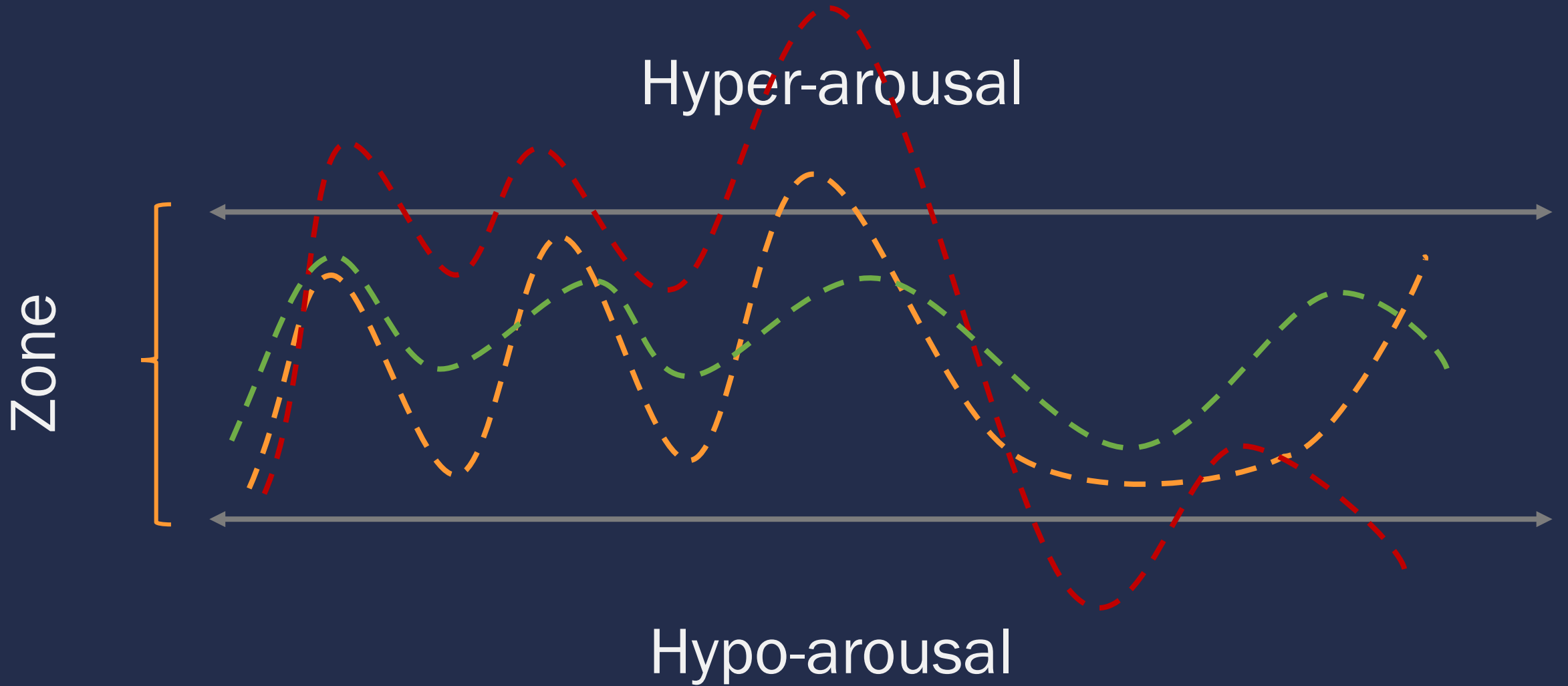


Hypo-arousal

# Out-a-matrol



# Personal Composite





# UNDERSTAND YOUR OWN REACTIVITY PATTERNS

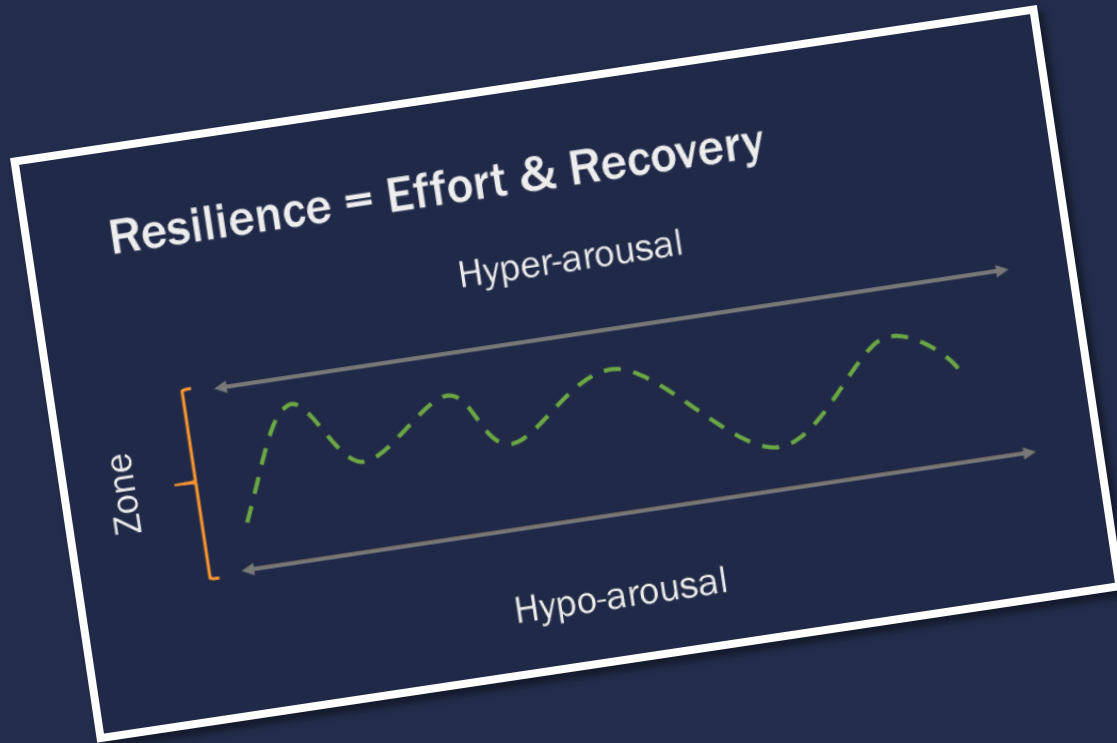
- Take leadership & communication for granted
- Caught up in urgency & short-term thinking
- Fatigue from adapting quickly & frequently
- Limited by ego, mindsets & biases
- Feel uncomfortable paying attention to & speaking about emotions & values
- More comfort focusing on tasks rather than relationships
- Miss impact on reputation





**No focus in the leader, no focus in the follower**

# Practicing Personal Resilience



- Exercise mindfulness
- Compartmentalize your cognitive load
- Take detachment breaks
- Develop mental agility
- Cultivate compassion

Rich Hernandez, "[5 Ways to Boost Your Personal Resilience at Work](#)," HBR blog (2016)

Mindfulness starts with



Now

a quality of attention . . .

. . . so you can make



Now

better choices & perform better

# Leading Mindfully means



Now

improving the quality of  
collective attention  
to produce better results

# A MINDFUL PLAYBOOK FOR AN ON-GOING CRISIS

1. Gather your wits, center yourself & identify priorities (repeat)
2. Gather as much accurate information as possible
3. Talk directly to your people about what you do know when you know it
4. Talk about what you don't know
5. Consolidate information into a regular daily briefing or email
6. Match your words with actions
7. Show your humanity
8. Model what you want to see
9. Build in recovery time – respect normal work hours, for yourself & for your people
10. Manage for tomorrow
11. Describe a better future state
12. Take care of yourself & others for the long haul



Q&A



# LEADING MINDFULLY: LEADING THROUGH CRISIS DARDEN EXECUTIVE EDUCATION

with Lili Powell & Jeremy Hunter

Live Virtual Course

Weekly, 6 May – 10 June, 2020

<https://www.darden.virginia.edu/executive-education/leading-mindfully-through-crisis>



# Let's try a real-time experiment . . .



# *Practice: Centering in the present*

**A** Arrive

**B** Breathe

**C** Connect