

Leadership Actions During a Crisis

1. **Anchor Yourself in Our BJC Values.** Appreciate that you will not have all the answers, yet you have the responsibility to take action. Reflect on our BJC values of Compassion, Respect, Excellence, Safety and Teamwork and think about how they can help guide your actions.
2. **Be Responsive and Not Silent:** Anticipate how the crisis may impact your team at large, and your team members individually. Communicate to your team in a timely, authentic manner indicating that you are aware that the crisis may impact the team and its team members in varying ways. Bring your team together and provide permission to speak about the issue/concerns at hand.
 - a. **Belonging:** Actions reflecting responsiveness:
 - Take time in a meeting and create a forum for team members to share their experiences. Be sure to establish ground rules – i.e. safe/courageous space, MRI (most respectful interpretation), Intent vs Impact
 - Offer to meet with team members individually or in small groups to discuss the impact of the crisis on them
 - Consider what actions that you/your team can take to support one another during the crisis, and afterwards. Establishing a sense of belonging for all.
 - Remind your team that a crisis has an impact on all those around them, including the patients and community. This will require them to be mindful of how they interact
 - Recognize that some team members may opt not to engage or respond, as they may be overwhelmed, traumatized or not trusting in the moment
3. **Anchor Your Team in Our BJC Values.** If there is a forum for team members to share their experiences related to a crisis, anchor the dialogue in relevant values:
 - a. **Compassion:** Listen with empathy to the experiences of team members.
 - i. **Phrases to convey Compassion;**
 - “Thank you for sharing your experience”
 - “Appreciate your courage and vulnerability to share your experience”
 - b. **Safety:** Foster psychological safety by giving permission to discuss experiences and asking others to listen. Focus on understanding team member’s experience versus debating the authenticity of their experience. Monitor for raised voices and disagreements, re-grounding team members in our values.
 - i. **Phrases to convey Psychological Safety:**
 - “As team members speak, please listen to understand their experience”
 - “If you disagree with a team member, ask questions to clarify versus debate”
 - “As we open up this discussion, I will listen for signs where conflict may be counter-productive. If this happens, I’ll take responsibility for promoting positive dialogue



- c. Respect: Allow team members to share their voice
 - i. Phrases to convey Respect:
 - “I value you sharing your perspective”
 - “That is a point of view that I need to further process”
 - “I want to make sure I appreciate what you said” and attempt to summarize the person’s comments/experience/perspective”

4. Support Team Members in Distress. If you observe a team member appearing to struggle with a crisis, be intentional in reaching out to them and offer support

a. **Actions/phrases reflecting support:**

- “I noticed you were tearful when discussing...would you like to talk about it?”
- “You seemed quiet and more to yourself. I care about you and would welcome a chance to talk”
- “I wondered what this experience is like for you, and would welcome listening to your experience”
- “I welcome the opportunity for us to talk if you like, or at least to help you know what resources are available to you”