



We breathe. We pray. We stick together.

A leader's guide to help teams cope, stay connected, focused and engaged during uncertain times.

Developed by
Organization Effectiveness and
Spiritual Care

Trinity Health
Livonia, Michigan

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Our intent...

We know it's getting a little crazy out there...for all of us.

Our intent in creating this guide is to provide you with some ideas for caring for yourself and your team during this unprecedented time for our ministry and our world.

We hope you find it helpful in some small way.

Questions/comments about this guide can be directed to:

Kelly (kp) Putnam at putnamk@trinity-health.org

For the latest information on Covid-19, visit the Coronavirus page on Trinity Health's Pulse intranet site: <http://www.trinity-health.org/covid19-pulse>

In this guide...

- Mission, Vision, Core Values – slide 4
- Reflection/Prayer – slide 5
- **Prepare by Taking Care** (of YOU!) – slides 6-7
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Our Mission

We, Trinity Health, serve together in the spirit of the Gospel as a **compassionate and transforming healing presence** within our communities.

Our Vision

As a mission-driven innovative health organization, we will become **the national leader in improving the health of our communities and each person we serve**. We will be the **most trusted health partner for life**.

Our Core Values

Reverence

Justice

Commitment to Those
Who are Poor

Stewardship

Safety

Integrity



Reflection/Prayer

How do we best travel through a scary patch of time
such as this?

Where do we start?

Though perhaps confused and stunned, we do what we
hopefully first learned as children and continue to learn
as adults:

We breathe. We pray. We stick together.

Long ago, the Psalmist wrote "A Song of Ascent" as an
assurance of God's presence and care.

*I lift up my eyes to the hills –
From where will my help come?
My help comes from the Lord,
Who made heaven and earth.*

This psalm or prayer is a song for the wilderness times
of life. It begins with a promise that the one "who made
heaven and earth" will also be our help.

The "wilderness," often also experienced as the
unknown or unfamiliar, can be dangerous – and certainly
can be felt that way. Otherwise it would not be
wilderness.

The mere assurance of God's presence, which is often
not felt that way, does not eliminate the danger – real or
felt.

But remembering and affirming the promise of God's
presence can renew our courage, which is a core
element of Faith. Our faith being that...

God is with us;

God cares for us; and

God will see us through.

May we find comfort and strength for the journey in the
God who accompanies us in all things.

Amen.

William Foster, VP, Spiritual Care, Trinity Health

Inspired by Facebook post writing by Anne Lamott, March 11, 2020

Psalm 121:1-2 NRSV

First things first – *prepare by taking care - of YOU!*

Now, more than ever, paying attention to your ***mind, body and spirit well-being*** is critical.

In addition to hand-washing and social distancing, getting good sleep, eating well, staying hydrated, connecting with people (and pets!) we love; laughing; engaging in a **contemplative practice** (prayer, mindfulness, meditation, yoga) and spending time in nature are just some ways leaders can ***build resilience.***



And never underestimate the power of *breathing*...

- The simple act of taking just three deep, cleansing breaths can
 - Relieve anxiety and stress
 - Lower blood pressure and heart rate
 - Create clarity of thought
 - Aid in better decision-making
 - Increase self-awareness and self-management of emotions



Know, Focus and Engage Your Team

Strengths-based research from The Marcus Buckingham Company (StandOut) suggests the most effective leaders do three things consistently: they **know** their people; **focus** their people; and **engage** their people.

These three things provide a framework for how we can help our teams cope, stay connected and continue to contribute in meaningful ways over the next several weeks/months.



Know Your Team:

Facilitate a “Check Your TEMP” Conversation*

1. Bring your team together – this conversation can be facilitated virtually or in person – in groups of fewer than 20, practicing social distancing.
2. Offer a reflection/prayer (see slide 5 in this deck).
3. Welcome, appreciate your team.
4. Explain that you are interested in knowing how the recent events related to Covid-19 are impacting them so that you can support them as their leader and so that they can support each other as team mates.
5. Introduce Check Your TEMP if your team is not already familiar (next slide).
6. Ask colleagues to describe how they are thinking and feeling about the impact of Covid-19 on their personal and professional lives.
7. You share first to model how the check-in works and to set the tone for the depth of sharing desired.
8. *Then just listen. No judging. It is important to remember your job is not necessarily to “fix” but to simply listen and acknowledge.*
9. When everyone has had a chance to share, ask the team
 - What support do they need right now from you as the leader?
 - What support do they need right now from the team?
10. Capture responses and share with team electronically after the meeting.
11. Express gratitude and appreciation to your team for the conversation.

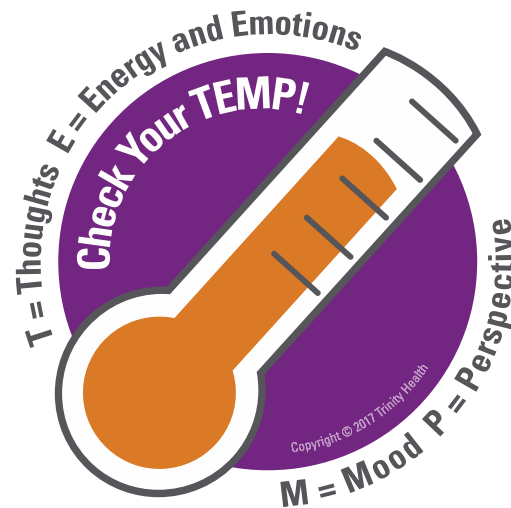
**Time estimate for this conversation varies. General rule of thumb – allow 30 minutes for teams of 10-15 participants. Large teams may need to alter process.*

Check Your TEMP

- Thoughts
- Energy/Emotions
- Mood
- Perspective

Our Check-in Question:

Briefly describe your TEMP (How are you thinking and feeling? What are your worries/concerns?) when it comes to the impact of Covid-19 on you personally and professionally.



Know Your Team

Check Your TEMP Follow up for the Leader

- After the Check Your TEMP conversation spend some time reflecting on what you heard
 - Who on my team might have/has special circumstances that I need to be mindful of and/or accommodate during this time?
 - Are there any follow-up 1:1 conversations I need to have with my team members?
 - What is my action plan for supporting my team based on what they have shared?

Focus Your Team

Team conversation questions*

- Given the current climate, context and circumstances...
 - ***What is most important, right now?***
 - Do we need “all hands on deck” on one or two urgent priorities in the short term?
 - Is a “divide and conquer” approach more appropriate for what's needed?
 - Is there cause for re-distribution of workload during this time?
 - What can be put on pause?
 - If we are now working remotely, what considerations do we need to think through?
 - Do we need to reach out and ask for help from other teams during this time?
 - Do we need to reach out and offer our support to other teams during this time?
 - What additional ideas do we have as a team for staying focused?
 - How will we take care of ourselves (build resilience) during this time?

*Note: this conversation can be done in conjunction with or separately from the Check Your TEMP conversation.

Engage Your Team

Key Points for Leaders to Remember

Your presence is powerful and it matters!

In times of uncertainty, colleagues need to hear from their leaders more often. Take steps to increase your connection with your team over the next several weeks.

You can't give what you ain't got – be sure to take time to care for yourself – mind, body and spirit!

Regular “Check Your TEMP” check-ins on thoughts/feelings *really* help!

Engage your team in regular check-in conversations to get a read on how they are coping.

Listen – remember, your job is not necessarily to “fix,” but to simply *listen*.

Ask “how can I support you as your leader right now?”

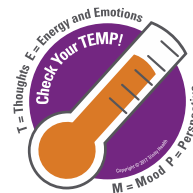
Self-awareness is key. Model the behavior you desire from your team.

The strongest predictor of how your team shows up is how YOU show up. This is true in general, even more true in times of stress, uncertainty.

Tools are abundant! Make them work for you and your team.

Use phone, text, e-mail, Face Time, StandOut (if you are on the platform), Team Apps, Yammer, Webex to stay connected!

And remember to **B-R-E-A-T-H-E**.



In closing: We breathe. We pray. We stick together.



It is possible to prepare for a future without knowing what it will be.

The primary way to prepare for the unknown is to attend to the quality of our relationships, to how well we know and trust one another.

~Margaret Wheatley, Finding Our Way: Leadership for an Uncertain Time, 2007.

Additional Support and Resources

Prayer for a Pandemic

May we who are merely inconvenienced
Remember those whose lives are at stake.
May we who have no risk factors
Remember those most vulnerable.
May we who have the luxury of working
from home
Remember those who must choose between
preserving their health or making their rent.
May we who have the flexibility to care for
our children when their schools close
Remember those who have no options.
May we who have to cancel our trips
Remember those that have no safe place to go.
May we who are losing our margin money
in the tumult of the economic market
Remember those who have no margin at all.
May we who settle in for a quarantine at home
Remember those who have no home.
As fear grips our country,
Let us choose love.
During this time when we cannot physically
wrap our arms around each other,
Let us yet find ways to be the loving embrace
of God to our neighbors.
Amen.

More Tips for Building Resilience

- Start or end your day peacefully
- Learn to be mindful, fully present
- Slow things down – avoid multi-tasking; focus on one thing at a time.
- Create personal measures for good behavior – how do you want to show up as a leader right now?
- Expect to be surprised – Change is everywhere. Times are uncertain. Chaos abounds. Surprises are part of the territory!
- Practice gratitude

Adapted from Margaret Wheatley. *Finding Our Way: Leadership for an Uncertain Time*, 2007.

Additional Support

- Employee Assistance Program (EAP)
 - <http://mybenefits.trinity-health.org/eap>
 - Colleagues and their immediate family members, and other members of their household, have 24-7 access to Carebridge, our Employee Assistance Program. Carebridge is a confidential resource, providing no-cost counseling, information and referral services to help address personal, family or work-related concerns. For immediate assistance, call Carebridge at 800-437-0911 or visit MyLifeResource.com using code BKKR5 to create a personal account.
- Live Your Whole Life (wellness resources)
 - <https://intranet.trinity-health.org/web/human-resources/wellness>
- Leader coaching, listening, facilitation support
 - Contact your local Organization Effectiveness (HR) team or Culture, Change and Engagement facilitators, if you have them
 - Contact Kelly (kp) Putnam, System Director for Culture, Change and Engagement at putnamk@trinity-health.com

Additional info on working from home, virtual teams and meetings

- QuickCoach video series on Calming Fears, Working Remotely, Moving Forward: : <https://athenaonline.com/series/covid19/>
- For more information and/or resources on forming virtual teams and facilitating virtual meetings, contact Talent Management and Development at TalentDevelopment@trinity-health.org

Being an Effective Remote Participant (vs. Remotely Participating!!)

- Truly **FOCUS** your attention and energy on the task at hand (It is a myth that anyone can multitask)
- Be **GENEROUS** with your ideas, input, thoughts (speak up on the call, use the chat feature, etc.)
- If you have a camera on your computer, **USE IT** (It does a great job of creating a meeting space)
- Be sure to **INTRODUCE** yourself so everyone knows your voice (It's no fun guessing "who is that??")
- Give **EVERYONE** a chance to speak being careful not to speak over each other (Pack your patience as some folks need time to think before they speak)

For more information on virtual meetings: <https://hbr.org/amp/2020/03/how-to-get-people-to-actually-participate-in-virtual-meetings>