

every
woman
WORKBOOK

TACKLING CRITICAL SITUATIONS

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ABOUT THIS WORKBOOK

EVERYWOMAN IS AN organisation that works to advance women in business.

Having made it through more than 13 years of business ourselves, we know that how you manage critical situations and crises acts as a mirror into your business. Those businesses that have survived and learned from what has been thrown at them are the ones that continue to grow, develop and innovate.

And of course, it is people who manage critical situations well who are more successful in business, so learning how to do so is a core management skill.

The most important thing you can do with this workbook is to take the time to work through each section and learn from it when you are NOT in the middle of a tricky situation. If you wait until you are, you will be looking for answers rather than looking to learn.

The workbook has been designed to help you understand the three key stages of effectively managing and handling critical situations:

Ensure you take the time to develop your actions as you go along and, by the end of this workbook, you will feel more confident and ready to handle whatever comes your way.

Crises and unexpected events happen at some time in all of our personal and professional lives, learning to handle them efficiently with transparency and composure will raise your profile and build your reputation within your business and beyond.

Good luck and we look forward to seeing you on the everywomanNetwork

The everywoman team

TACKLING CRITICAL SITUATIONS

In an ideal world, nothing would go wrong and life would be simple and easy. You would have all the resources you need, all the information at your fingertips and everyone would be singing from the same hymn sheet. However, life isn't like that, is it? And in today's fast-paced business environment, you need to be prepared and skilled at handling things when they do go wrong.

Many directors say that how their team members handle the unexpected and manage crises is what sets them apart. The ability to think on your feet, communicate with others and be the voice of reason during a business critical situation is a sign of true leadership.

What do we mean by a critical situation in the business environment? There is a huge range of definitions and interpretations of what makes an event critical, in other words, a crisis. One of the simplest interpretations is a situation where the need for tackling is both urgent and important, and the outcome will have a direct effect on business.

"She had an unequalled gift... of squeezing big mistakes into small opportunities"

HENRY JAMES (1843 – 1916)

There are also critical situations that start as positives but turn into negatives. For example, exceptionally high demand for a product, that then crashes your website.

A critical situation at work in most instances is a business crisis – in varying degrees of course.

An organisational crisis is often defined as a low-probability, high-impact event that threatens the viability of the organisation.

We really like the Chinese definition: Weiji (the Chinese word for crisis) means danger and opportunity.

A critical situation or crisis could be potentially detrimental but learning how to turn it into an opportunity for yourself as an entrepreneur, manager or for your business is extremely useful. It may involve some risk, but if you are well prepared it can be – and usually is – worth it.

"While one person hesitates because he feels inferior, the other is busy making mistakes and becoming superior"

HENRY C LINK

SECTION 1. PLANNING AHEAD



Reviewing historic situations
you can learn from

Understanding your starting point

THINK BACK OVER THE PAST FEW MONTHS - what critical situations have you been witness to? It may have been a relatively small trigger that led to further complications, such as someone phoning in sick, which then meant that no one was able to access their diary or client files. Or it could be a bigger, more complicated situation, such as your email and web server being down for a day or more.

LIST BELOW THOSE CRITICAL SITUATIONS THAT YOU HAVE EXPERIENCED, WITNESSED OR HEARD ABOUT.

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Now...

Before we dive into detail about managing the situation, let's look more closely at how you typically respond to a crisis - and be very honest.

WHICH APPLIES TO YOU?

- You are a 'bury your head in the sand' person, hoping it will all work out for itself
- You are cool, calm and collected, and the source of everyone's support
- You tell everyone your problem so that hopefully someone else will solve it
- You are a bit of a drama queen and find it hard to differentiate between minor issues and huge problems

Overuse of words such as crisis, drama, catastrophe, disaster and emergency can be damaging. If everything is perceived as a drama, people will just continue as normal.

Understanding your starting point

Someone recently told us that she was made to realise she was a drama queen when every time she walked into her boss's office in crisis and panic mode, the boss held up a hand and asked, "Before you say anything, is someone dead or do I need to fire you?" Sounds extreme, but her boss had to force her to use some perspective, because everything to her was a 10/10 crisis.

Some people find it difficult to put what is happening into perspective for themselves. Therefore their actions and body language may give off vibes of tragedy and end-of-world scenarios, when a quick chat and problem solving session was maybe all that was needed. Not being able to articulate a problem also makes it even more difficult for someone else to get perspective.

You need to be aware of how you are perceived during a critical situation, so you know if you are sending out the message you want to.

List here three or four words or phrases to describe yourself in a critical situation.

- 1.
- 2.
- 3.
- 4.

Now, list three or four words or phrases that you would like to use to describe yourself in a critical situation.

- 1.
- 2.
- 3.
- 4.

EXERCISES

Throughout this workbook, use these as your target behaviours and learn from the hints, tips and tools on how you would like to conduct yourself in challenging situations.

Risk assessment

GETTING IN SHAPE FOR A CRITICAL SITUATION

MANY TIMES IN LIFE we are thrown obstacles and face situations we didn't see coming. Therefore, it is extremely useful to prepare for the unexpected. For example, if you have arranged a long-distance video call with an overseas client and you arrive at the office to find the wireless internet access has gone down, what could you do to ensure the call goes ahead? Do you have a back-up plan?

We have all heard the expression 'you can't predict the future', which is often used as an excuse for not taking the time to plan or think things through thoroughly. How can I possibly plan for an event that I don't even know will happen, you may ask? There is a way, and proactively planning solutions for potential complications and setbacks is a core leadership skill that you need to have in your toolbox.

In this section you will learn how to proactively plan for the unexpected, both in terms of your business and yourself.

Before you start contingency planning, you should speak to people in your company about what crises they have faced in the past and how they handled them. Check what plans are already in place, within your department or area of responsibility, to find out how they could prove useful and to make sure you don't duplicate any that have already been implemented.

Risk planning

Take some time to look at the key processes and skills that allow you to do your job, and help your business or department to operate effectively. Begin at the start of your working week and run through a typical day or two. For example, security passes to get into your building, turning on your laptop and having everything working as needed, knowing how to divert phones when someone has just called in sick, having clients' contact details somewhere other than on your mobile phone, which could be left at home, and so on...

EXERCISE

List as many processes and tasks you can think of, such as security to get into buildings, computer passwords, managing accounts or clients, diary planning.

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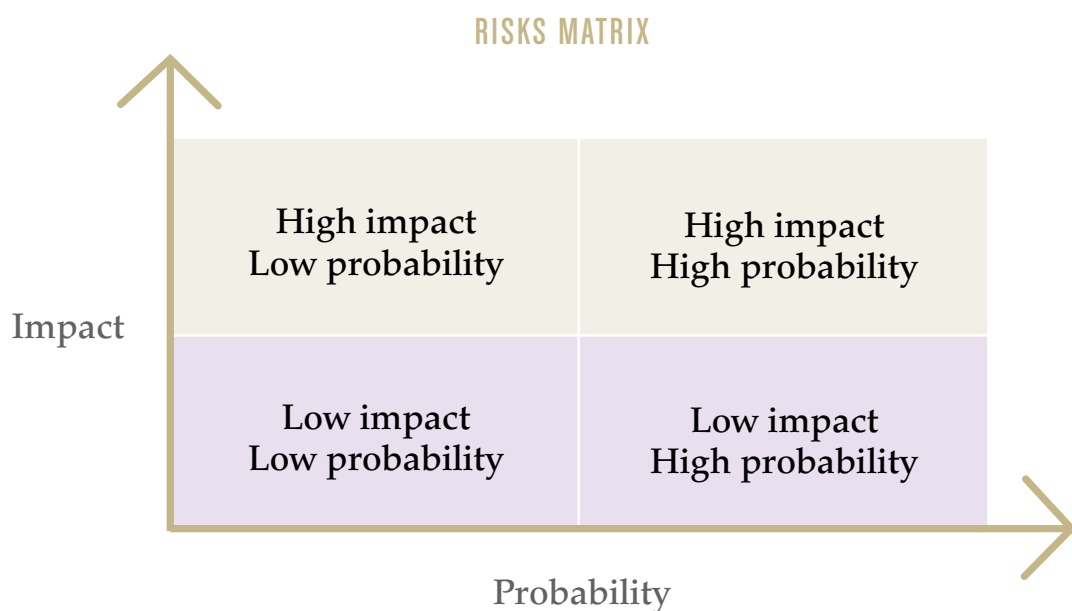
Risk assessment

From your list, now note down in the table below the potential risks that could affect the processes and tasks. For instance, if a major client reduces its spend with you, with little or no warning, what can you do to minimise the impact on the business and your targets?

LIST YOUR OWN RISKS IN THE TABLE BELOW:

Now you have a good idea of what could happen, what can you do? Don't panic and think you need to worry about everyday detail, you just need to do a risk assessment on the key areas that influence the effectiveness of your role in the business.

A very useful tool is the risks matrix. Using the matrix below, you can make a judgement on the level of impact and probability of each of your risks in the table above. This will give you a good guide to your areas of priority.



Risk assessment

This tool helps to identify where and how things can and might go wrong. Each task is examined for how much of an impact the issue would have on the business, and how likely it is that it would occur in the first place. Serious project planners and those in finance will often want to put a value against risk but, for our purpose, it is about framing and putting into focus potential threats that could put you into a critical situation.

You can use this framework for overall risk assessment for your business, your business area or for a particular issue or project. It should, therefore, be revisited on a regular basis.

How can you use this?

Given what you have listed already in terms of processes and tasks, and other areas, try and put your threats and risks into the framework. Plot your tasks on the matrix below:

Process/task	Impact high/low	Probability high/low

Be proactive

You now have a good visual for your risk assessment. This allows you to start your planning and, therefore, start being proactive in managing a potential situation.

Risk assessment

What should you do?

High impact/high probability

- Do something **now** about this, don't wait until it happens as you are quite sure it will happen

High impact/low probability

- Do what you can to reduce the impact if or when it does occur, share your ideas and concerns with knowledgeable colleagues and build a Plan B. These become crises very easily

Low impact/high probability

- Be aware and, if possible without too much effort, try preventing it from happening in the first place

Low impact/low probability

- You need to decide and may need to seek guidance on whether you can accept these and ignore them

How can you get your team or stakeholders on board?

If you have a team, ideally you would do this risk assessment with them. They may have different insight to you and possibly look at the issue in a completely different way. The discussion you will have around how high or low the impact or probability may be is a very effective way to plan for the situation. It means you are talking about things before they happen. For you as a leader, this will help your team to see that you are in control and have a proactive approach to managing your business, department or team.

From this brainstorming and discussion, you will be able to build your communication strategy. Let people know your concerns, and tell them what you are working on now to avoid potential crises in the future. Create a contingency plan with the right people and communicate it. By outlining your potential risks, you demonstrate that you have thought things through and developed a strategy. Be vocal with your team and stakeholders about what has been decided. Make sure you note for others that for some risks you made a concrete and thought-out decision to do nothing about them at this stage. That will give assurance that everything is on your radar and you are in control.

Contingency planning

HOW DO I CREATE A CONTINGENCY PLAN?

BE UPFRONT about your motivation for needing a contingency plan. It may be difficult to get people to put time and energy into planning for things that may never happen, but they will appreciate the plan if a crisis should arise. Here are some further tips:

- Keep it simple
- Link it to the business plan and vision, **and** to the original plan
- Identify roles and responsibilities
- Know and communicate the trigger for putting it into action
- Communicate the plan to everyone necessary
- Make one person responsible overall for the plan and let them and everyone know. They may assign specific tasks to others, but one person needs to be seen as the owner of the plan

EXERCISE

Think about what you have plotted on your matrix

What do I need to worry about now and work on immediately?
(High impact and high probability)

What will I do?

What do I need a Plan B for? (High impact and low probability)

Building your support network

WHAT IS IN PLAN B?

Who can you count on for help and support?

Two-thirds of Britons say they have fewer than five people they can count on in a crisis, according to the YouGov survey of 2,045 internet users, which was commissioned by Links of London. Psychologist Rob Yeung said: "Many of us like to think that our own success is based on how we perform, but without valuable people in our lives – core people around us who support us – we may not achieve as much as we aspire to."

What does this mean for you? We all need to know who is in our network that we can turn to for advice, support, resources and inspiration. It is important to think through this before support is truly needed; we have all heard stories of people turning to the wrong person just to be hung out to dry. The last thing you want to worry about when you are under pressure is figuring out who can help, and how much you can trust them.

Think back over the past few months. Who has supported you through a difficult situation?

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Risk assessment and contingency planning

Now let's use this as a starting point to create a list of stakeholders who can help you when things go wrong, and understand how they can help you. Do not discount someone who you may know very little about, they may offer you a resource you can't otherwise tap into. However, when asking for their assistance, you only need to give enough information for them to help you.

Who	Would they help me?	Can I trust them with all of the information?	How can they offer support?
e.g. Janet	Yes	Yes	Weighing up pros and cons of a decision
e.g. Mary	Yes	Yes	Giving me a confidence check and boost

EXERCISE

Have a look at the list on the previous page and see if there are any areas you may need help with that you don't seem to have a support person in your network for. For instance, who in your network can help you formulate how a message is communicated to the various stakeholders? Make a plan to broaden your network over the next three months, again be proactive and don't wait until the crisis has occurred to find out who can help. For example, you may need someone who has excellent financial skills, who could give you a very quick assessment on the financial impact of a potential risk. Seek someone that has these specific skills.

My network plan

Support is needed in the following areas:

I will increase my network by:

Given the decisions above, what do you need to tell your stakeholders?

SECTION 2. MANAGING A CRISIS

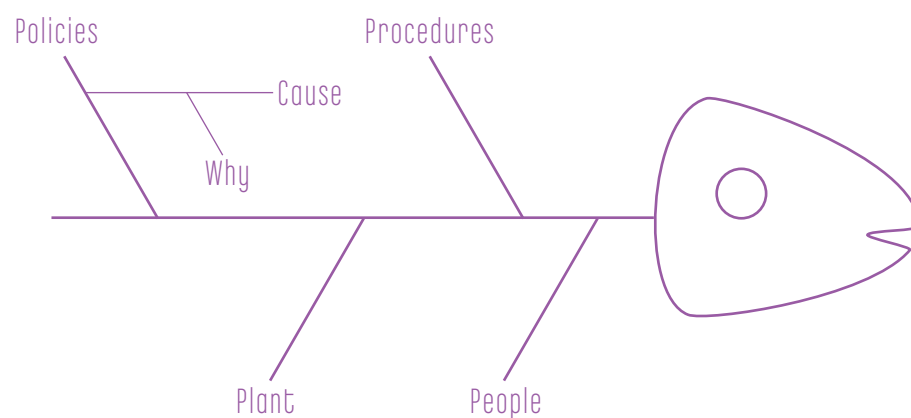
The Fundamentals



Problem solving tools

1. Fishbone or cause and effect diagram – use this to help discover the cause of a problem

This process is suitable for problem solving where there are likely to be a large number of possible contributing causes. It is important to identify the root of a problem to ensure you are solving the right issue.



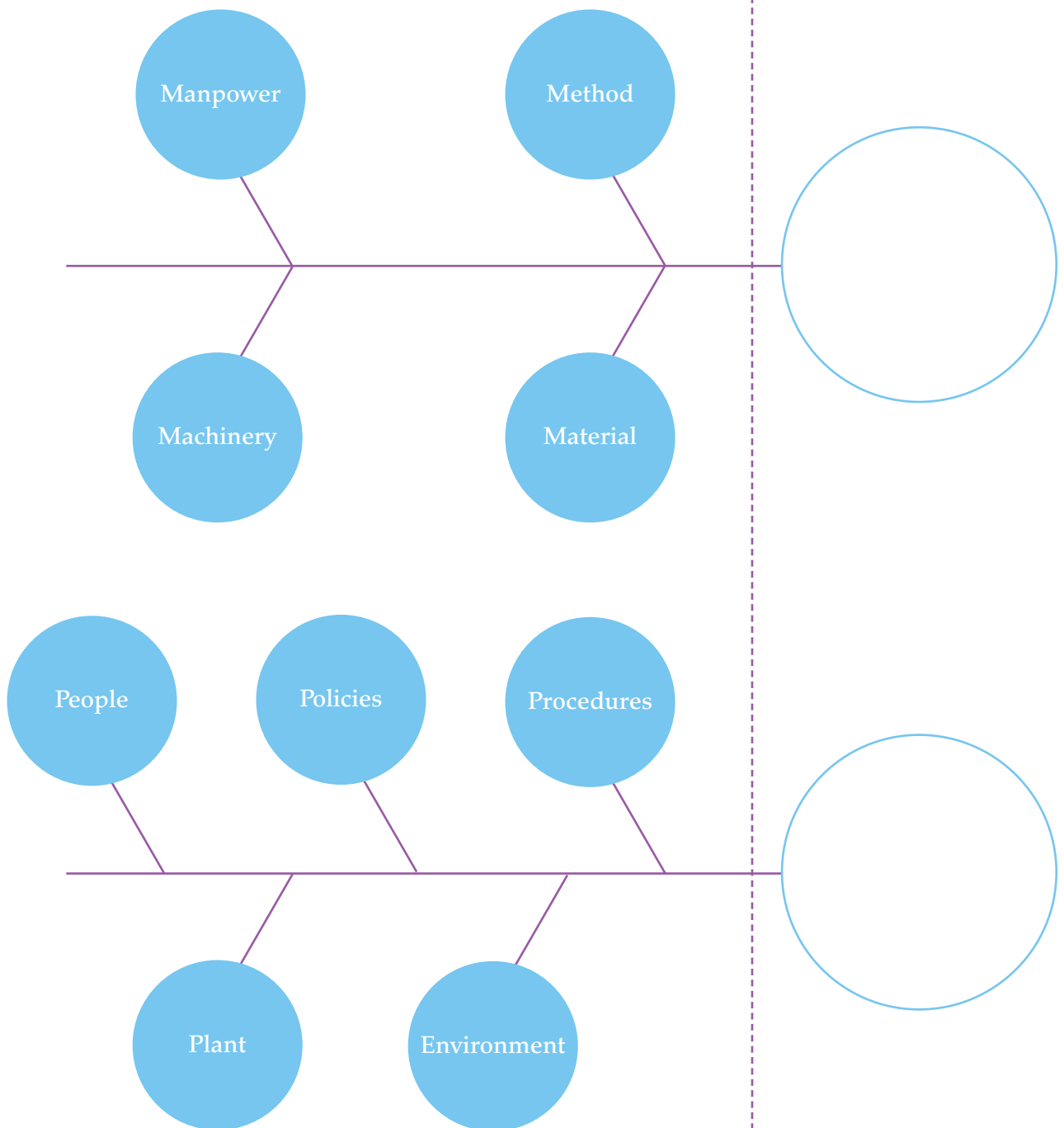
How can you use it?

1. Choose a problem and write it in the 'fish head' (the effect box, see diagram on the next page). Think of the major causes that contributed to the blame and put them on the end of each bone.
2. Depending on the issue, you could use the '4 Ms': Manpower, Methods, Machinery and Materials. Or the '4 Ps' Policies, Procedures, People and Plant.
3. Brainstorm to discover the causes for each major area. Don't be worried about the order, just let people think and discuss.
4. Ask 'why' as much as possible to build further branches/ribs to ensure you are getting to the root of the problem.
5. Now prioritise the most important causes and decide which ones need improving for maximum benefit or to cause the least disruption to your organisation.

Problem solving tools

1. Fishbone or cause and effect diagram
Here are some different examples... use as required

CAUSES



EFFECT

2. 'The 5 whys'

This is a quick and useful way to get to the root of a problem while taking into consideration different perspectives. It is helpful to do this with your team of colleagues on a white board or flipchart.

How do I use it?

- Clearly define the problem to be solved
- Ask the group "why?" Capture the responses and continue to ask the question until you have exhausted all options
- Use the answers to decide what needs to be prioritised and worked on immediately to tackle your situation
- Use some sort of image to show the flow of the whys such as the one below



Problem solving tools

2. 'The 5 whys'

An example

My team seems to be tired and demotivated.

WHY?

Because they are working long hours and had to work the past two weekends.

WHY?

Because we have two big projects on and not enough staff.

WHY?

Because half the team are on holiday at the same time.

WHY?

Because nobody ever knows who has booked holiday or when

WHY?

Because we don't have a process or one person responsible for holiday planning

AHH...

So the real problem to solve is to have a transparent process for approving and booking holiday.

3. Pros and cons

This is a valuable tool to use when a quick analysis of a decision is needed, or a comparison of the benefits of a number of solutions is required. This helps to ensure logic is the prime consideration instead of gut feelings and emotions.

How can you use it?

1. Identify a decision to analyse
2. Ask everyone to write two lists headed 'Pros' and 'Cons' and record their own reasons for and against the decision
3. Pull together all the answers and compile a group list. You may want to add weighting if some reasons are more important than others
4. Given all the pros and cons, determine whether the decision is the right one

EXERCISE

Learn how to use these tools when you have time and thinking space and in a low-risk environment, so that when you need them under pressure, you will be able to tap into them quickly and effectively.

Think about your next few weeks...

What opportunities might you have to try out these tools?

Who will you try them with?

Which ones will you use and why?

Managing tension and stress

Let's face it, one of the most challenging aspects of any stressful situation is handling one's own emotions and thinking. Often we are on parade during stressful times, and we need to understand how this affects our own credibility and the ability to get the job done.

Be on top of the basics:

- **Take steps to ensure you get enough regular and efficient sleep** - being tired can make you less able to deal with struggles when they arise
- **Eat a balanced diet** - know when you are going to work late and organise extra healthy snacks to fill the food void
- **Exercise** - regular physical activity keeps the blood flowing and the heart pumping. It also helps to clear the mind
- **Take breaks** - it's amazing what you pick up at the coffee machine. Or try going to see someone instead of sending an email

How do tension and stress affect you?

When we are exposed to tension and stress, the body automatically goes into survival mode. This dates back to the days when we had to make a decision to either run or fight for our lives. Thankfully, those levels of danger have reduced and we will very rarely need to do either of those things. However, your body will still prepare in the same way.

A few of the reactions that can occur:

- An increase in heart rate and blood pressure
- Your body diverts larger amounts of blood to the major muscle groups
- Non-essential systems such as immune and digestive will shut down to preserve energy
- The brain will focus on the big picture with the inability to focus on small details

EXERCISE

Think about what happens to you physically during a stressful situation. What are your key areas to work on to be more in command of yourself? Look back at this list after your next crisis and honestly critique yourself on your improvements (or lack of).

1.

2.

3.

Having to face these on a regular basis is not only unhelpful for dealing with challenging situations, but also destructive to your overall health and wellbeing. Make a point of being aware of what your body is telling you, so that you can pinpoint early that you are getting stressed and manage the situation accordingly.

Manage your thinking

As we've seen on the previous page, the body will kick-start a range of reactions when exposed to stressful situations, and your thinking pattern is no different. There are a few core fundamentals that you need to consider and plan for. Remember that being self-aware is vital because you must understand how relevant these elements are to your own pressure-handling cognitive process. Take yourself through this process when you are feeling tension or stress to put yourself in a position of control.

1. Identify that there is a reason for tension and stress in the first place
2. Be aware of internal (often negative) talk
3. Tune into your attitude, this will in turn affect your behaviour
4. Be honest with yourself about the situation
5. Use a thinking process

What thinking process? We like the SLLR process

Do you remember as a child, you were taught to 'stop, look and listen' before you crossed the street? This was to force you to remember something important: to focus on what's on the road – such as the potentially dangerous traffic – rather than playing with your ball or running to greet a friend on the other side. This same process is taught in business schools and project management sessions worldwide and is a popular crisis management tool.

Stop

Avoid stimulus-reaction and knee-jerk thinking. Gather your thoughts, take a breath, and assess the situation before you speak or act.

Look

Do a situation sweep. What are the non-verbal behaviours you see? What background should you take into consideration? Assess the environment around you.

Listen

Really listen to what is being said. Look for underlying messages and meanings. Tap into your network of advisers and support team to get a neutral perspective.

Respond

This is the fourth step for a reason. You need to respond, but ONLY after you have calmed down and taken all you can into consideration to enable you to do so appropriately.

EXERCISE

Think about a recent difficult situation or crisis you faced where you did not use this process.

What was the situation?

How would it have been better using SLLR process?

What will you do differently next time?

Your leadership style

There is no 'one' perfect way to lead during difficult situations, because every situation you will be up against is different. The most important factor is to be flexible so that you can use a style that is needed; hence, we often use the term situational leadership. An emotionally intelligent leader will put the task and people ahead of his or her own needs and use leadership to fit the circumstances.

If your business has been plagued by a computer virus that has brought down your IT capabilities, you will need to react and lead differently than if a colleague has been taken ill, or a key client is threatening to pull their business.

What does your style **always** need to include?

Be calm and confident - put aside your personal Fears and Feelings and remain calm for those around you.

Think about the climate - your style will have a knock-on effect on everything around you, from how responsive people will be towards you and your solution, to how responsible they will feel being part of it.

Communicate accountability - be responsible for the message you are sending. Don't expect people around you to second-guess your meaning or understand what is needed unless you are clear.

Communicate articulately - don't focus on your agenda and assume everyone knows what is running around inside your head. Inspire positive action by engaging in dialogue not just transferring information.

Take responsibility - you may not have caused the problem but you need to be responsible for solving it.

Do a health check on your leadership style

Do you do any of the following?

Pass the buck by saying it's not your issue, you don't have time, or tell your team 'It is them not me'. Say these type of things and you will hold no credibility with your team.

Shoot the messenger - chances are people will stop engaging with you and may let situations fester to avoid telling you.

Solve symptoms rather than problems - when the problem rears its ugly head again and again everyone will get very demotivated.

Expect joy, enthusiasm and positiveness at every step - people need to be able to vent their frustrations within reason. You can't expect them to be cheerful in the light of poorly planned projects or under-resourced teams.

Avoid the elephant in the room - people expect honesty and full transparency whenever possible.

Your leadership style

EXERCISE

Look at your default leadership style. Given the points on the previous page, outline a few areas you will need to be aware of when leading others through difficult situations.

For example:

I NEED TO BE AWARE OF...

I tend to assume everyone is at the same starting point as me, even though I have more information than they do.

AVOID THIS BY...

Asking myself "What don't they know that I know, and how can I best give them that information?"

I NEED TO BE AWARE OF...

AVOID THIS BY...

I NEED TO BE AWARE OF...

AVOID THIS BY...

Communicating in a critical situation

Often, all eyes will be on you to see how you handle the situation you have found yourself, your department or your business in. Your team will be looking to you for guidance and your superiors will want to know that you have everything under control.

The way in which you communicate in a critical situation means everything. The most important thing you need to do is to stay in control of the communications, think about your different audiences and what they will all need to know to get through the situation with you.

What are some key elements to consider when communicating under pressure

- **Have a key message and stick to it** - make sure all stakeholders are keeping the message consistent
- **Have the facts on hand** - evidence helps avoid lengthy debates under pressure, because you are answering the unasked questions
- **Be as open and honest as you can be** - avoid the grapevine and rumour-mill antics from the start. Reveal everything you can
- **Watch the jargon** - under pressure we often return to what is easiest, which can mean speaking the language we know best
- **Watch yourself** - our bodies go through a lot during times of high pressure and brain overtime. Chances are your speech rate will speed up, your breathing may become obvious and your body language might highlight your anxiousness - be aware of yourself
- **Tell people when they will hear from you** - if people feel they are accounted for, they will be more likely to wait to hear from the person who really knows the situation
- **Actions mean more than words** - make sure you deliver what you promised
- **Be clear and concise** - don't leave room for people to make their own assumptions and don't waffle. Bullet point your message for yourself to stay on track

EXERCISE

Think about a difficult situation you saw unfold and that was dealt with effectively. What can you learn from the communication during the situation? Write a list of your observations. In situations where communication was open, how did that impact the way in which the crisis was handled? In situations where no one knew about the problem until it had escalated, how was that handled?

SECTION 3. LEARNING FROM A CRISIS

Making the situation
an opportunity



Effective reviewing strategies

ONCE THE DUST HAS SETTLED and stress levels have lowered, it is essential that you make every effort to learn from the situation. There is nothing worse than pretending everything is fine and nothing went wrong because it is easier than revisiting a difficult issue.

The key here is to learn, not blame or point fingers. Part of the process will be to find out how the situation occurred in the first place and what could have been done to prevent it. Be aware that using the review as a witch hunt will get you nowhere fast, and you will be left with an organisation that is scared and risk averse, and a workforce that won't speak up. Hold people accountable, make people responsible but avoid the mindset of finding someone, often 'anyone but us', to blame.

Like we have said throughout this workbook, having a process is fundamental, and reviewing is no different. We have all been in review meetings where everyone talks, no one listens, emotions run high and nothing is documented or learned. Conversely, you may have been to review meetings that become a huge party and everyone is happy but, again, nothing is learned and no one is sure how to replicate the success.

Learning from mistakes and putting actions into place

The 'what, so what, now what?' approach to debriefing, reviewing and learning

Using this process will force you and your team to concentrate on asking the right questions at the right time. It enables individuals to articulate their reactions to the events under review, and may often prevent the more difficult questions being asked first, which is crucial to lay the groundwork.

"It's always helpful to learn from your mistakes, because then your mistakes seem worthwhile"

GARRY MARSHALL, AUTHOR OF
WAKE ME WHEN IT'S FUNNY

Effective reviewing strategies

What?

The first step is looking back over the events. It involves recalling facts and events in an objective way. Recount the main events leading to the situation. Then dissect the situation by using either a highlights approach (what was best/worst/most interesting/most involved moment) or a focused approach (what were the critical steps involved in trying to manage the situation).

Questions you could ask

- Was there one trigger event?
- Could we have seen this coming?
- Did we see this coming and ignore it?
- What are the weak or exposed links in our process/department/organisation that led to the situation?

Once you have the facts, move to 'so what?'

So what?

This step is about NOW. It involves feelings, ideas and opinions. The team should build on the events described to explain how they felt about the way they received or did not receive support, what kind of communication helped or hindered, how they encouraged risk taking and trust, and how decisions were made.

Questions you could ask:

- What support did you not get that you felt you needed?
- How well were you kept informed?
- What pressure did you feel - on a scale of 1-10?
- How transparent was the communication?

This leads naturally to 'now what?'

Effective reviewing strategies

Now what?

This is about looking to the future. It is about change and development and is focused on action.

Questions you could ask:

- What shall we do in light of this information?
- What would we do again? (What went well?)
- What needs to be done differently in future? (What needs improvement?)
- What is happening in our organisation that might lead to a similar situation?
- How can we be better prepared next time?
- What can we put in place now to avoid a repeat situation?
- What follow-up procedures need to be put into place?
- What do we need to work on over the next quarter to avoid a repeat situation?
- Who needs to know this happened?
- Has credit been given where credit is due?
- Is there anybody who needs an apology?
- Who do we need to thank?

On a personal note...

Use the same process to help you learn about yourself and your leadership style in a difficult situation. Review your crisis management plans and how well they worked or did not. Consider your own emotions and stress levels. Think about the networks you tapped into to tackle the situation. Who do you need to meet with to debrief properly? How do you keep people on your side and maintain your credibility within your network.

And remember, you got through it! Celebrate the achievement, however rocky the road was – even if you need to pat yourself on the back. Don't wait for others to appreciate your effort; it may be a long time coming so be your best advocate!

THINK ABOUT A CRITICAL SITUATION YOU GOT THROUGH AND THINK ABOUT YOUR OWN BEHAVIOUR:

What did you do well?

What would be even better next time?

EXERCISE

Next time you face a critical situation, write down three key things you learned about yourself and keep them close at hand to use as a starting point for your next issue.

Key Findings

- 1.
- 2.
- 3.

Use this checklist to make sure you are ready for your next difficult situation:

- I am aware of the potential risks my business is up against and I have a plan
- I know what risks I face in my present role
- My team is aware of how we can tackle tricky issues
- I know how to flex my leadership style to suit the situation
- I am confident in my presentation skills
- I know how to shift my negative energy
- I have a support team to call upon to help when needed
- I am confident in my ability to communicate effectively
- I can use various problem-solving and decision-making tools
- I know my hot buttons and how to stay focused
- I understand how to learn from every situation I face

Unexpected situations do arise, and we can either choose to hide away from them or face them and deal with them. The tips in this workbook will help you to avoid some foreseeable challenges, and manage the unexpected when it arises.

This workbook has been produced and edited by everywoman, with content commissioned from associate expert Sara Parsons. It is part of the everywoman portfolio of resources that have been specially created to support and develop women as they advance their careers and businesses.

everywoman Expert



Sara Parsons has been an everywoman Associate for 10 years and has worked in the field of Personal Development globally for 16, with clients such as; Paramount Pictures, The RSA, Ipsos MORI, RNLI, Oxford University Press. She holds an honours business degree and is a qualified expert in many professional assessments including Belbin and MBTI – the Myers-Briggs profile. Sara is passionate about inspiring and supporting women to reach into the potential they often don't know they possess.

Further reading

- *Tools For Success* – Suzanne Turner
- *7 Habits of Highly Effective People* – Stephen Covey
- *How to be a Better Problem Solver* – Michael Stevens

We hope you enjoyed this workbook, which has been produced by Everywoman Ltd. You can find more workbooks, tools and articles on a variety of personal development topics at everywoman.com/development.

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