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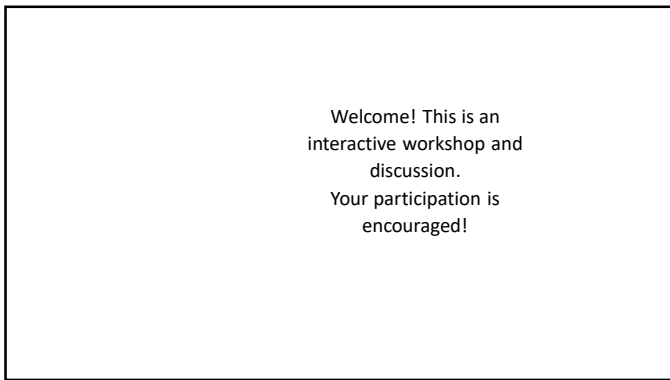
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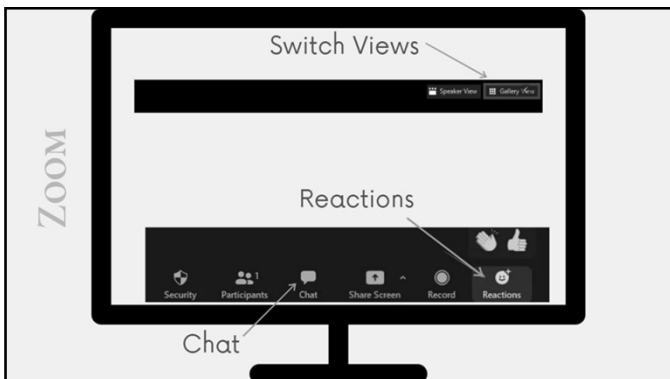
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*Melanie  
Montgomery*

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Executive Director of Hospitality at  
Quinault Beach Resort & Casino

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Quinault Tribal Member & Leader

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*"I've learned that people will forget what you said, people will forget what  
you did, but people will never forget how you made them feel."*

- Maya Angelou

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**Skye Mercer**

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MBA, SPHR, SHRM-SCP

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Virtual HR Consultant & Leadership Coach

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DOWNLOAD FREE RESOURCES  
[www.skyehrconsulting.com](http://www.skyehrconsulting.com)

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**Tools for Today**

- 1 Workbook
- 2 Slides

[www.nancybacon.com/NAN](http://www.nancybacon.com/NAN)

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**POLL: WHAT IS YOUR BIGGEST LEADERSHIP CHALLENGE RIGHT NOW?**

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Option 1: Feeling stressed and/or overwhelmed	Option 2: Alleviating your team's stress and/or overwhelm	Option 3: Establishing & keeping up with safety practices	Option 4: Managing remote employees and/or volunteers
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## Workshop Purpose

To provide actionable tools and resources for Nonprofit Leaders for effectively leading employees and volunteers in times of uncertainty.

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## Workshop Outcomes

- 1 Describe leadership best practices for simultaneously supporting employees while moving forward with the work to be done.
- 2 Identify key strategies for building strength as a leader, a critical foundation for managing during challenging times.
- 3 Identify systems for keeping employees and volunteers safe, engaged and productive.
- 4 Learn ways to respond to challenges and opportunities of "work-from-home" volunteers and employees.




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## Leadership in 2020

### UNPRECEDENTED LEGAL CHANGES

Families First Coronavirus Act  
Paycheck Protection Loan  
Unemployment Insurance  
I-9 Verification  
Title VII of the Civil Rights Act  
EEO/ADA Guidance for COVID-19,  
Temperature Checks, etc.  
OSHA and CDC Safety Guidelines  
Employee Benefits Changes

### OTHER CHANGES

Racial Equity Movement  
Presidential Election  
Quickly Setting Up WFH Programs  
Effectively Leading Remote Teams  
Navigating Employee Medical Challenges  
due to COVID-19

\*Overall role as a Leader has changed

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Discussion: What additional cultural impact is there for the Native Community?

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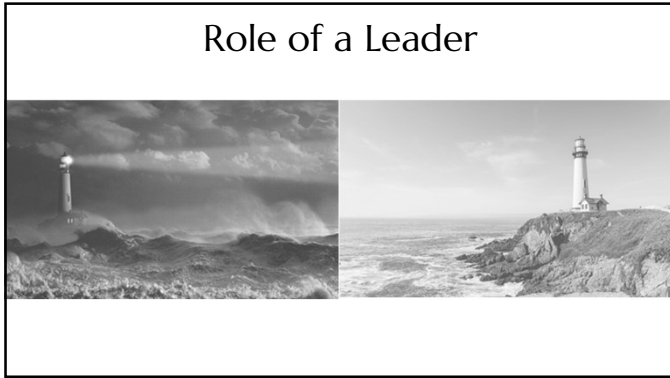
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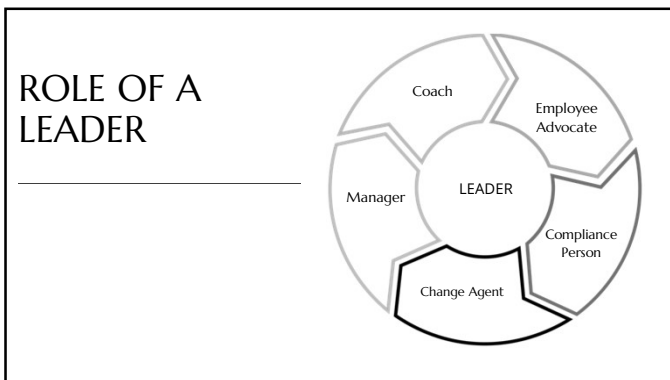
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### Discussion:

- 1 What is the difference between management and leadership?
- 2 Why is the difference important during times of uncertainty?

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LEADERSHIP IS THE FOUNDATION FOR NAVIGATING IN TIMES OF UNCERTAINTY

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- Leadership Philosophy
- Leadership Style
- Leadership Actions

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**Discussion:**

- 1 What is "Servant Leadership"?
- 2 What are the unique **benefits** of being a servant leader during times of uncertainty?
- 3 What are the unique **challenges** of being a servant leader during times of uncertainty?

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**Ideas to Help With Personal Stress & Overwhelm**

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- Seek support, i.e. family, friends, peer support
- Set boundaries and take breaks
- Prioritize activities you enjoy
- Focus on your mission
- Practice self compassion ([www.self-compassion.org](http://www.self-compassion.org))
- Spend time in nature
- Set up a comfortable workspace

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Discussion: When you feel overwhelmed, what is one thing you can do in the moment to feel better?

Empty rectangular box for writing a response to the discussion question.

19

Seven horizontal lines for taking notes or writing.

Ideas to Help with Your Team's Stress & Overwhelm

- Ask for employee and volunteer input/feedback
- Set the example
- Communicate often
- Talk openly about change and uncertainty
- Explain the "why" behind decisions
- Allow space for questions and debriefing
- Offer resources



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Seven horizontal lines for taking notes or writing.

EXAMPLE OF ALLOWING SPACE FOR QUESTIONS AND DEBRIEFING

"I know there is a lot of change taking place right now and it's causing a great deal of worry. I am feeling it too. I am asking everyone to stay connected and lean into our work as a team during this time. I know it is hard to deal with so much uncertainty and to still move forward with producing work that makes us proud. I want to spend the next 30 minutes talking about what a supportive team looks like so that we know specifically how we are going to operate during this time of change. Specifically, what does support from me look like? What does support from each other look like? What are helpful/supportive behaviors? What are not? Let's each take a moment to write down one thing we need from this group in order to feel okay sharing and asking questions during this time of change, and one thing that will get in the way."

Adapted from "Dare to Lead" by Brene Brown

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Seven horizontal lines for taking notes or writing.

Discussion: When your team is overwhelmed, what is one thing you do to help ?

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Questions /  
Best Practices

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ONCE OUR LEADERSHIP FOUNDATION  
IS STRONG, ONLY THEN CAN WE  
EFFECTIVELY MANAGE CHANGE

- COVID Safety
- Leading Remote Teams



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## Safely Returning Employees & Volunteers to Work

Review of Checklist (With Links) In Workbook

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Discussion: What unique circumstances are impacting Tribes, including Tribes in Washington?

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### YOUR WORKPLACE CHECKLIST

CHECK THE BOXES THAT CURRENTLY APPLY TO YOUR RETURN TO WORK APPROACH:

Thoroughly clean offices.	Be communicative about precautions.	Provide masks and sanitizer.	Offer mental health services.
Allow WFH when possible.	Lead by example on safety measures.	Update and revise policies and continuity plans.	Provide necessary training and reskilling.
Be consistent.	Limit in-person meetings and gatherings.	Plan now for possible re-emergence.	Create a plan for employees in high-risk categories.

HOW DID YOU SCORE? HOW CAN YOU DO BETTER?



## Discussion

For those who are in the process of returning to the office or who have returned to the office, which of the boxes have you completed?

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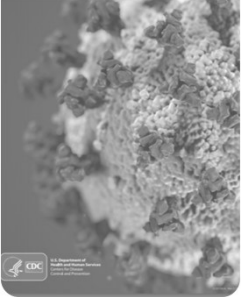
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**Resuming Business TOOLKIT**  
Coronavirus Disease 2019 (COVID-19)



# Safety Best Practices

CENTERS FOR DISEASE CONTROL (CDC)

\* [LINK TO GUIDE IN WORKBOOK](#)

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**Ten Steps All Workplaces Can Take to Reduce Risk of Exposure to Coronavirus**

All workplaces can take the following infection prevention measures to protect workers:

- 1 Encourage workers to stay home if sick.
- 2 Encourage respiratory etiquette, including covering coughs and sneezes.
- 3 Provide a place to wash hands or alcohol-based hand rub containing at least 60% alcohol.
- 4 Limit worksite access to only essential workers, if possible.
- 5 Establish flexible worksites (e.g., telecommuting) and flexible work hours (e.g., staggered shifts), if feasible.
- 6 Discourage workers from using other workers' phones, desks, or other work tools and equipment.
- 7 Regularly clean and disinfect surfaces, equipment, and other elements of the work environment.
- 8 Use Environmental Protection Agency (EPA)-approved cleaning chemicals with label claims against the coronavirus.
- 9 Follow the manufacturer's instructions for use of all cleaning and disinfection products.
- 10 Encourage workers to report any safety and health concerns.

For more information, visit [www.osha.gov/coronavirus](http://www.osha.gov/coronavirus) or call 1-800-321-OSHA (6742).

OSHA Occupational Safety and Health Administration  
1-800-321-OSHA (6742)  
TTY 1-877-889-5627

# Safety Best Practices

OCCUPATIONAL SAFETY & HEALTH ADMINISTRATION (OSHA)

\* [LINK TO POSTER IN WORKBOOK](#)

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**Stop the Spread of Germs**

Help prevent the spread of respiratory diseases like COVID-19.



# Safety Best Practices

CENTERS FOR DISEASE CONTROL (CDC)

\* [LINK TO POSTER IN WORKBOOK](#)

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## 5 Steps to Take

IF AN EMPLOYEE OR VOLUNTEER GETS COVID



- 1 Send the employee/volunteer to quarantine
- 2 Vacate & Clean the Area
- 3 Notify Potentially Exposed Co-Workers / Volunteers
- 4 Determine when the employee/volunteer may return
- 5 Record the Infection, if applicable (Employees)

<https://communities-rise.org/covid-19-resources/covid-19-support-resources/>

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## Questions / Best Practices

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## Leading Remote Teams

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Start with a Work-from-Home Policy

- Confidentiality / Computer Security
- Equipment Reimbursement
- Safety / Workers' Compensation
- Visitors / Personal Property
- Temporary Policy vs. Process for Requesting WFH
- Availability Expectations
- Other Expectations?



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Ideas for Leading Remote Teams

- Ask for employee and volunteer input on communication preferences
- Meet individually & as a team
- Make time for personal connections
- Consider "virtual coworking"
- Make it fun!



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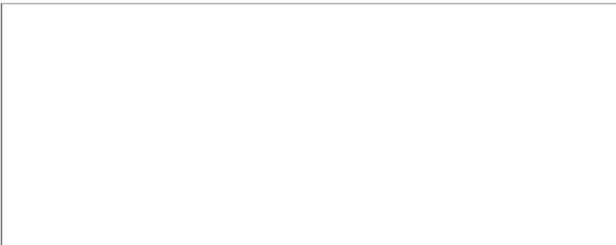
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Discussion: What is 1 thing that is working well for you with leading your remote team?



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**Tips for**  
DELIVERING PERFORMANCE FEEDBACK TO REMOTE EMPLOYEES



- 1 Use video, whenever possible
- 2 Give employees advanced notice
- 3 Treat the meeting the same as you would if you were in the office
- 4 Ask for feedback
- 5 What else?

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**RESOURCES &  
ACTION PLAN**

In the Workbook

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**Other Possible Discussion Topics?**

- Virtual interviewing, hiring, and onboarding
- COVID temperature checks, leaves of absence, testing, and accommodations
- Furloughs, layoffs, and returning to work
- COVID handbook policies
- What else?



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# Thank You



Skye Mercer  
Skye@skyeconsulting.com



Melanie Montgomery

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