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HBR Staff We have made our coronavirus coverage free for all readers. To get all HBR content delivered to your inbox, subscribe to the daily alert newsletter. We live in a global health crisis that has no precedent in the modern world. What governments, corporations, hospitals, schools and other organizations need now, more than ever, is what writer David Foster Wallace called real leaders - people who help us overcome the limitations of our own individual laziness and selfishness and weakness and fear and make us do better, harder things than we can force ourselves to do ourselves. I have studied courageous crisis leaders for two decades, and through this work I know that true leaders are not born; the ability to help others defeat adversity is not written in their genetic code. Instead they are made. They are forged in crisis. Leaders become real when they practice several key behaviors that encircle and inspire people through difficult times. As Covid-19 tears its way through country after country, city by city, district by district, here's what we can learn from how some of the iconic leaders of history have acted in the face of great uncertainty, real danger and collective fear. Recognize people's fears and then encourage determination. Most of us know the famous lines of U.S. President Franklin Delano Roosevelt's 1933 inaugural address at the height of the Great Depression: The only thing we should be afraid of is... fear of yourself. He then pointed to the country's strengths in dealing with the crisis: It is not an insoluble problem if we look at it wisely and courageously. There are many ways in which she can be helped, but she can never be helped just by talking about it. We must act and act quickly. Less than a decade later, as the United Kingdom watched the Onslaught of the Nazis during World War II, Prime Minister Winston Churchill urged his people to keep their faith: We will not let us down and flinch; we will not weaken and we will not tire. Neither the sudden shock of the battle, nor the long trials of vigilance and tension, will not exhaust us. Give us the tools and we'll finish the job. In the business world, consider examples such as Katherine Graham, the leader of The Washington Post in 1971, who went through her own fears by promising that a free press would not match the government's demands to stop publishing Pentagon documents. She then helped her editors and journalists do the same as the newspaper began printing a series of revelations of articles and excerpts about U.S. involvement in Vietnam. Or think of Ed Stack, CEO of Dick Sports Goods, who faced with an extraordinary increase in school shootings in States convinced his board of directors and management team risk angering gun rights advocates and a significant decline in revenue by stopping the sale sale in their namesake stores. Your job as a leader today is to ensure both brutal honesty - a clear account of the problems of your region, company, nonprofit or team person - and a credible hope that collectively you and your people have the resources you need to meet the threats you face every day: determination, solidarity, strength, common purpose, humanity, kindness and resilience. Recognize that most of your employees are worried about their health, their finances, and, in many cases, their work. Explain that you understand how terrible things feel, but that you can work together to weather this storm. If you're looking for a moment of role models, turn to Gov. Andrew Cuomo of New York or Gov. Gretchen Whitmer of Michigan, both of whom offer de facto masterclasses in crisis leadership: explaining the seriousness of the situations faced by their states, outlining the resources deployed to fight the coronavirus, and urging their constituents to act against their stronger, more compassionate self. Inspire your followers with the words of the Rev. William Sloan Coffin: Courage is the most important virtue. Will we be afraid to death, or scared to life? Give people a role and purpose. Real leaders charge people with the responsibility of acting in the service of the wider community. They give people jobs. For example, during the American Civil War, President Abraham Lincoln admonished and ordered the people of the northern states to fight; As the civil rights movement gained momentum in the late 1950s and early 1960s, the Rev. Martin Luther King Jr. asked his followers to sit, march, and otherwise protest racial discrimination. In its first inaugural meeting, the FDR ordered its compatriots to keep their money in banks as an important way to prevent a banking crisis; his wife, First Lady Eleanor Roosevelt, later encouraged American women to work in the country's factories, while their fathers, brothers, husbands, and sons went to battle in World War II. On a smaller scale, we can look at the guidance of Antarctic explorer Ernest Shackleton. When, in 1915, his expeditionary ship Endion was stuck in the ice and realized that he and his crew would have to wait out a brutal winter on a floating iceberg, he insisted that each man adhere to his usual duties: sailors smeared the decks; Scientists collected samples; others were instructed to hunt for meat. He knew that daily procedures and tasks, including manual labor, would help to establish order and thus ground his people in an uncertain time, which was filled with danger. In the current crisis, leaders must act in a similar way, giving their followers and reminding them why their work matters. In organizations that provide basic services, such as government offices, hospitals, pharmacies, grocery stores, food and medical equipment companies, news agencies, scientific laboratories, laboratories, serving the poor and many others, this meaning of existence will be obvious immediately. But it is still vital to emphasize the key role that everyone involved in the operation plays. And, in other businesses, a new mission can be as simple as helping all stakeholders navigate this crisis as effectively as possible. For us at HBS and HBR, this means teaching and publishing such lessons. At the Nebraska truck stop that Karen Gettert Shoemaker's family has been working on for years, she and others focused on keeping truckers who provide essential goods moving across the country by offering them a welcoming pit stop on their journeys. If you doubt what you or your team can do during this pandemic, prioritize helping others, even in the smallest way. As I went through a particularly difficult period in my life, I heard a sermon by Peter Gomez, then a minister at Harvard Memorial Church, that reminded me of the transformative power of giving. When in the midst of upheaval and disaster, you're looking for an inner strength that will help you not only withstand but also overcome, don't look for what you can get, he told his audience. Look as well for what you got and for what you can give. When we help others, even in the smallest way, our fear recedes and our attention escalates. Emphasize experimentation and learning. To successfully overcome the crisis, strong leaders quickly feel comfortable with widespread ambiguity and chaos, recognizing that they do not have a crisis game. Instead, they commit themselves and their followers to navigate from point to point through turbulence, adjustment, improvisation, and re-guidance as the situation changes and new information emerges. Manly leaders also understand that they will make mistakes along the way and they will need to turn fast as it happens, learning as they go. During his long dark winter on The Endurance, Shackleton constantly reacted to changing circumstances. When his ship got stuck, he switched his mission from research to survival. When the ship was no longer habitable, he instructed his men to build a camp on the ice. When he finally got his command to a desert island, where he knew there was no chance of external rescue, he and a small group of his men sailed one of three lifeboats 800 miles to another island, where he knew he could find help. Four months and three thwarted rescue attempts later, Shackleton finally returned to the original island to the rest of his team. They were all alive, and he brought them home. During the Cuban Missile Crisis in late 1962, President John F. Kennedy demonstrated the same dexterity; At every stage between the United States and the Soviet Union; he ordered his small team of advisers to work to expand his capabilities rather than commit and blindly after one Action. Emphasize to your followers that you expect everyone - individually and as a group - to learn your way forward, experiment with new ways of working, expect accidental failures, and then quickly turn to new tactics to figure out the future together. In fact, this crisis, including the necessary social distancing measures and the large-scale economic downturn that it is closely monitoring, provides organizations and teams of all kinds with a powerful opportunity to better understand their strengths and weaknesses, what really attracts and motivates their people, and their own cause of being. The tendency to energy and emotions is yours and theirs. Crises affect us all. They are exhausting and can lead to burnout. For many who lose loved ones, they are devastating. Thus, one of the most important functions of leadership during intense turbulence is to keep your finger on the pulse of your people's energy and emotions and react as needed. When caring for energy and emotions, you should start with yourself. As a senior official commented before the pandemic: If you are like a leader's flag, all the flags. Everything else, including your organization's mission, becomes vulnerable. Thus, in these difficult times, take care of yourself, physically, emotionally and spiritually. Know when you are able to be focused and productive, and when you need a break. Eat well, get enough sleep, exercise regularly, spend time outdoors (six feet away from strangers), connect in person with your partner, children or animals and virtually with friends and extended family, plan at least two devices for free periods per day (minimum 30 minutes each), and rely on other practices to help you get grounded. Then wash away the behavior you want to see. This means using your body language, words and actions to signal that we are moving forward with conviction and courage. This means regularly taking the (figurative) temperature of your team - How do they do? How do they feel? What do they want? - so its members are starting to do the same for each other. Point out that you have the wrong time to rest and recharge and encourage your employees to do the same. As New York Gov. Andrew Cuomo told New Yorkers, Take a walk and Call Your Mom. Another quick way to boost morale by cultivating gratitude. Ask your people to list three things each day for which they feel grateful. And circle back regularly three points higher: demonstrate determination, emphasize role and mission, and focus on learning opportunities. Last week, one of my most dear friends died of Covid-19. For more than eleven years he and his wife, who is now hospitalized because of this disease, have been guardian angels. Moving to my house to look after me when I had chemotherapy infusion for cancer in 2009, checking on me when went wrong, and spend the holidays with me. They were both bright, shining lights in my life, encouraging me to push through difficult times and cheering up. The grief I feel after Stephen's passing is burning. But even when I pay for him and everything he means to the world and me, I can still hear him say, You're stronger than you know, Nancy. You can do that. This is something that all leaders need to communicate with their followers right now. We - all of us - will remember how we govern ourselves and others through this crisis. How do you, your team, your organization, our society connect, persevere and progress? How do we emerge from this experience collectively stronger? If our free content helps you deal with these issues, please consider signing up for HBR. Buying a subscription is the best way to support the creation of these resources. Resources. perform hammer forging pdf

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