

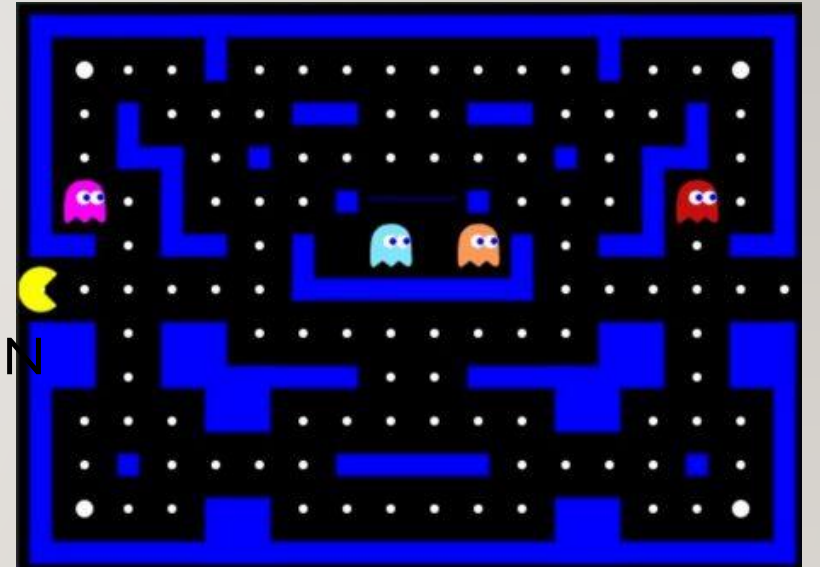
DEALING WITH DISRUPTIONS IN THE WORKPLACE

BY TAFADZWA BETE SASA

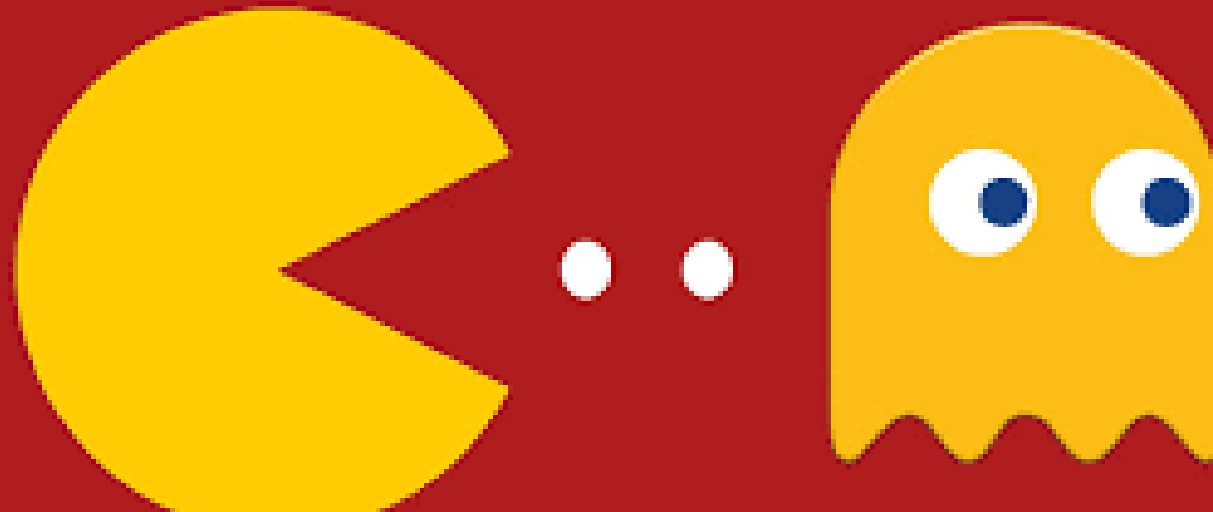


PRACTICAL STRATEGIES FOR DEALING WITH DISRPUTIONS

LESSONS FROM A MOTHER WHO ALWAYS LOST TO HER SON IN
PACMAN



**Organizational culture eats strategy
for breakfast, lunch and dinner**



TAFADZWA BETE SASA

- Productivity coach, facilitator and consultant
- BSc Human Resource Management and MBA
- Co-founder + Strategy & Culture Principal at TLC
- Designed and facilitated interventions for more than 30 organisations across 7+ sectors
- Global leadership communities e.g. Junior Chamber International, African Leadership University School of Business, WEF Global Shapers and The Africa List



PRESENTATION OVERVIEW

- Perspective
- Pause
- Pivot
- Push through
- Protect the SCARF

PERSPECTIVE



PERSPECTIVE

- Our language, focus on are important and can influence how we navigate disruptions.
- Perspective separates those who thrive in disruption from those who survive or die.
- Some of our best growth happens when the plan does not work.

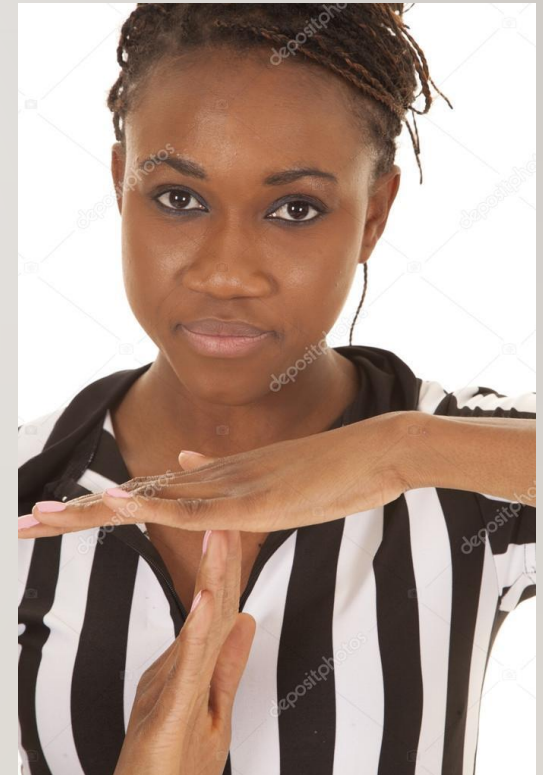


PAUSE



WHAT DO WE DO DURING THE PAUSE

- Connection – I-Is, meetings, townhalls
- Check on people and help them process - EQ
- Data analysis - Unpack what happened and is happening and might happening
- Communication - Clarify what is changing and what holds steady.
- Articulate what changed and what it changes



PIVOT



PIVOT

- Alignment and clarity on way forward.
- What is changing and what it means for all of us.
- Consider and lay out the price and the prize
- Clarify the new direction and the implications thereof
- Reaffirming what our values and ways of working mean and look like in new reality.



PUSH THROUGH



PUSH THROUGH

- Development and reinforcement
- The second third of change
- Accountability to encourage discipline
- Recognition and celebrating progress and behaviour
- Provide support for the people who are facing the brunt of the disruption
- Develop capacity for people to work in the new ways



The SCARF model

This memorable framework from Dr. David Rock helps communicators recall the five key domains of psychological safety. When these pillars may be threatened, we should anticipate an instinctively avoidant response – and look for ways to soften the impact.



Status

Threatened by...

Embarrassment, feeling singled out, pointed or surprising feedback, competence being questioned

Replenished by...

Mutual respect, separating the work from the person, public acknowledgement, job security

Certainty

Constantly shifting plans, unseen forces at work, unclear goals, major 'known unknowns', fuzzy strategy

Clear strategies, timelines and deliverables, steady expectations, sense of the bigger picture

Autonomy

Micromanaging, process over outcome, 'only one right way to do it', questions & challenge unwelcome

Empowered teams, collaborative decision-making, flexibility in acceptable approaches, playing to unique strengths

Relatedness

Impersonal demands, faceless bureaucracy, 'computer says no', disconnected leadership

Genuine human connections, putting a face to the ask, doing things for and with others, team culture

Fairness

Arbitrary application of standards, capricious rule changes, renegeing on agreement, unjust rewards

Rules that make sense, giving and taking, transparency, and consistent treatment for everyone

LET'S CONNECT

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