

10 Steps to Managing Change During Uncertain Times

1. CREATE A SHARED VISION that stands to test of time.

- This is work that needs to be consistent and going, long before any organization faces change.
- Long term commitment to our mission, vision and values.
- Developing and nurturing an ethos that supports a Culture of Accountability and Love for the organization.

2. Develop a CULTURE OF ADAPTIVE LEARNING.

- At Spy Hop we are a learning organization always working to improve as we experiment.
- Take a design thinking approach; empathize/reflect; ideate; test; implement; test; reflect (and keep doing it)
- Don't fall into the trap of "we've done that before and it didn't work"; times are different now. Maybe try it again.
- Don't be afraid to take some risks! If they turn out to be a "mistake", learn from it!

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3. EMPLOY A DISTRIBUTIVE LEADERSHIP MODEL and promote from within.

- I don't have all the answers and my staff know that; must walk the talk and ensure that all staff feel they are contributing to our mission and that their voices are heard and valued in the process.
- It can be isolating and lonely feeling at times, but share the burden; ask key staff for their support; lean on them when you need; ask them to help make decisions; don't feel like you have to have all the answers because you don't!

4. KNOW YOUR KEY STAKEHOLDERS and those who have your back and lean on them for help.

- Make sure you've got a kick-ass board; one you trust and one that trusts you and your decisions. You should be able to be honest and real and vulnerable with them
- Communicate with your funder and be honest: foundations, corporations, government, and community partners who support our work.

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5. EMBRACE THE MESSY MIDDLE.

- Change is not easy; it's messy; and it can be ugly.
- As humans we want certainty in our lives and that was just not to be over the past year.
- It's important, though, to communicate this to the entire staff and help them understand that we don't have all the answers; we're not perfect; mistakes will be made; but staying bonded and solid with a trust and understanding that we're all in this together with shared goals, that we can get through it;
- This isn't forever, but it can feel like that when you're going through it.

6. COMMUNICATE, COMMUNICATE, COMMUNICATE

- Embrace new ways of communicating and new platforms.
- Funny videos on Marco Polo kept us all sane during the earthquakes.
- We immediately started using Slack, Zoom, Google Meets.
- We established norms around how we communicate: answer your slack, texts, gmail as fast and best as you can. Since we couldn't just walk over to someone's desk and talk with them or we didn't have your typical "Morning! How was your weekend?" conversation, we had to find ways to connect.
- Funny memes, Band Names, photos, videos, uploading student work and shots from online classes.

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7. PRACTICE SELF-CARE.

- Set personal boundaries and set an example for others; don't answer emails on the weekends; get into doing something that frees your mind; I get into the mountains – climbing and skiing, depending on the year.

8. FIND YOUR ALLIES and ask for their help.

- Having a support group of confidants who you can turn to for help.
- I have a group of women arts leaders. We have standing weekly zoom meetings; whoever shows up shows up.
- Enables me to test out my thoughts and not feel like I'm in this alone.

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9. Take A ZEN APPROACH TO CHANGE.

- You can't always control what's happening around you but you can control how you react to it. Others will always feel your energy and will respond accordingly.
- Negative and stressful energy will always attract more negative and stressful energy.
- Being mindful and self-aware of how my energy is impacting the entire organization's energy is important. It's not easy, to be sure, but it's important.
- Checking yourself and having staff you trust to also be honest with you is key.

10. PRACTICE RESILIENCY and spread the word

- We work with our young people to build their own resiliency; we must practice what we preach.
- Learning how to bounce back when you're down or you get knocked down.
- We got turned down so many times during our capital campaign. It was hard at first, but then I just kept telling myself, "It's not you. It's them." "You've got this!" "Have confidence and belief in what we do. It's important." Or "I'm fine. It's fine. Everything is fine!" These mantras save my life.

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CULTURE OF ADAPTIVE LEARNING

EMPLOY A DISTRIBUTIVE LEADERSHIP MODEL

KNOW YOUR KEY STAKEHOLDERS

EMBRACE THE MESSY MIDDLE

COMMUNICATE, COMMUNICATE, COMMUNICATE

PRACTICE SELF-CARE

Always be AUTHENTIC, DOWN TO EARTH, AND APPROACHABLE!

FIND YOUR ALLIES

Take A ZEN APPROACH TO CHANGE

PRACTICE RESILIENCY