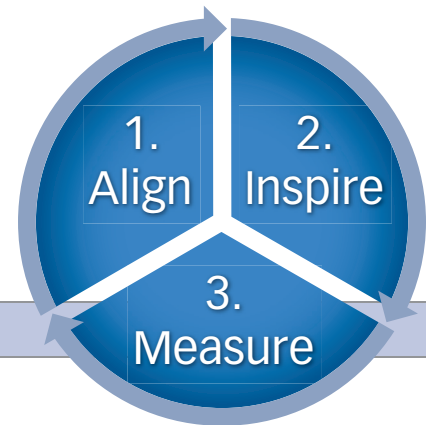


# Leading through Crisis



## Step 1: Align – Stabilize the Situation

Use the following space to identify the ideal outcome you are striving for given the current crisis and the emotions that you want people to feel that will help stabilize the situation.

**Ideal Outcome:**  
What is the ideal outcome to the current situation that you are driving toward?

**Define the emotion you want people to feel:**  
What emotion do you want to generate that will drive people toward the ideal outcome (e.g., sense of calm, urgency, confidence, etc.)?

**Identify up to three messages that will help align people and stabilize the situation:**

1	
2	
3	

## Align – Communication Plan

Use the following to create a communication plan to help stabilize the situation. Leverage every vehicle possible to communicate what you know, what you don't know, the ideal outcome and strategies for achieving it. Teach new behaviors by leading the way. **Pitfalls to avoid:** Under-communicating during the crisis; behaving in ways that do not model the vision.

Vehicle	Purpose/Content	Target Audience	Frequency

## Step 2: Inspire People through Short-term Wins and Recognition

Use the following to plan for and create short-term wins. Design and engineer visible wins and improvements that will generate momentum and stabilize the situation. Create a reward and recognition plan for employees who model the behaviors you are seeking during the crisis and who create community and connection. **Pitfalls to avoid:** Leaving short-term successes up to chance; failing to demonstrate successes throughout the crisis that generate connection between people.

### Short-term Wins

Early Win	By When	Plan to Make it Happen	Who Makes it Happen

### Reward and Recognition

What We Need to Acknowledge	Who Needs to Be Acknowledged	How We Will Acknowledge	By When

## Step 3: Measure and Communicate Results

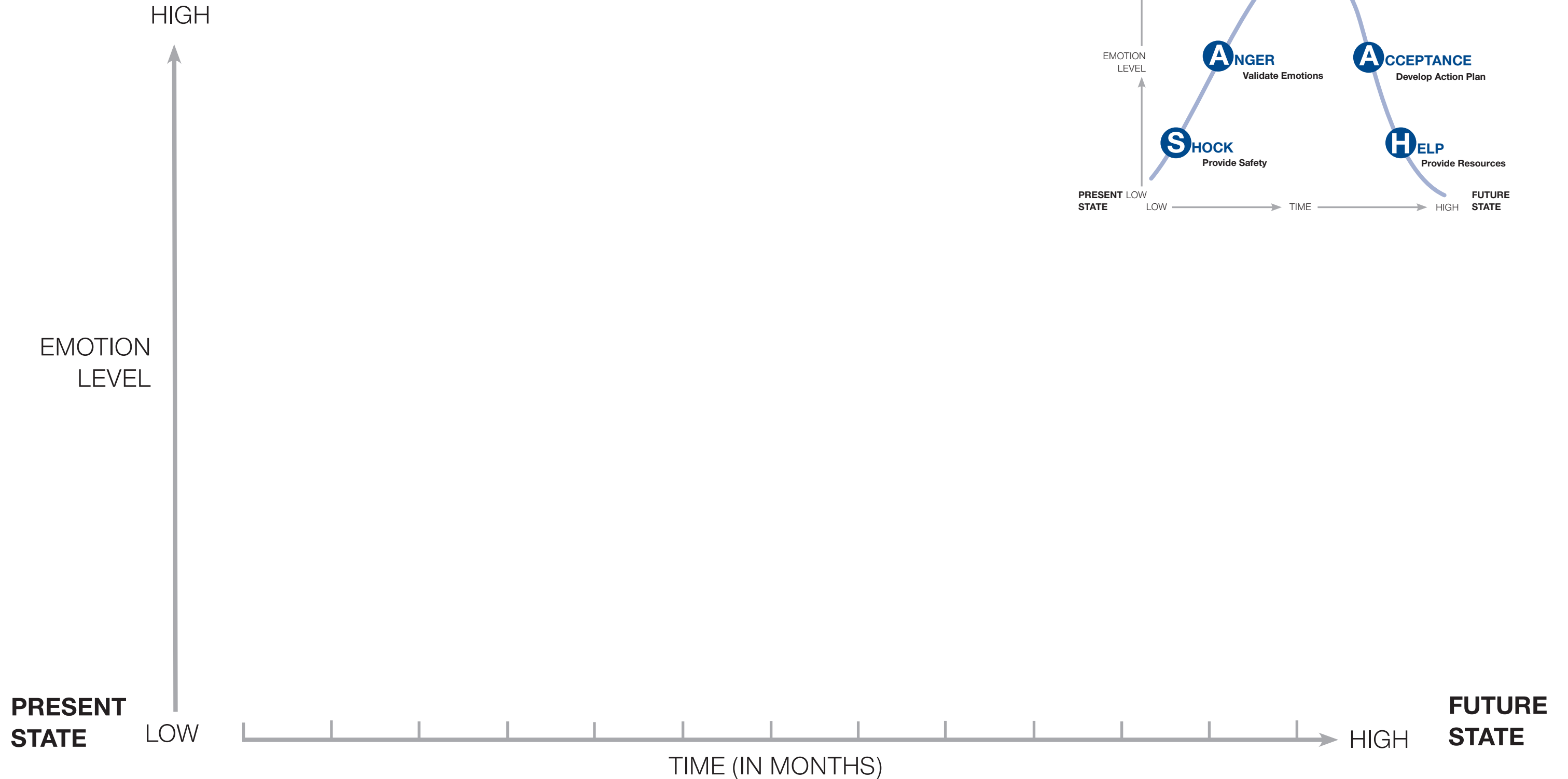
Use the following to create a plan to measure and communicate results throughout the crisis. **Pitfalls to avoid:** Lack of clear and ongoing communication.

What Will the Team Achieve?	By When?	Status			How Will We Communicate Progress?
		Complete	In Progress	Not Complete	
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

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# Change Map

**Instructions:** Map all of your current and future change initiatives using the S.A.R.A.H. model to understand the current and future state of change in your organization.



## S.A.R.A.H. Change Reaction Tool

