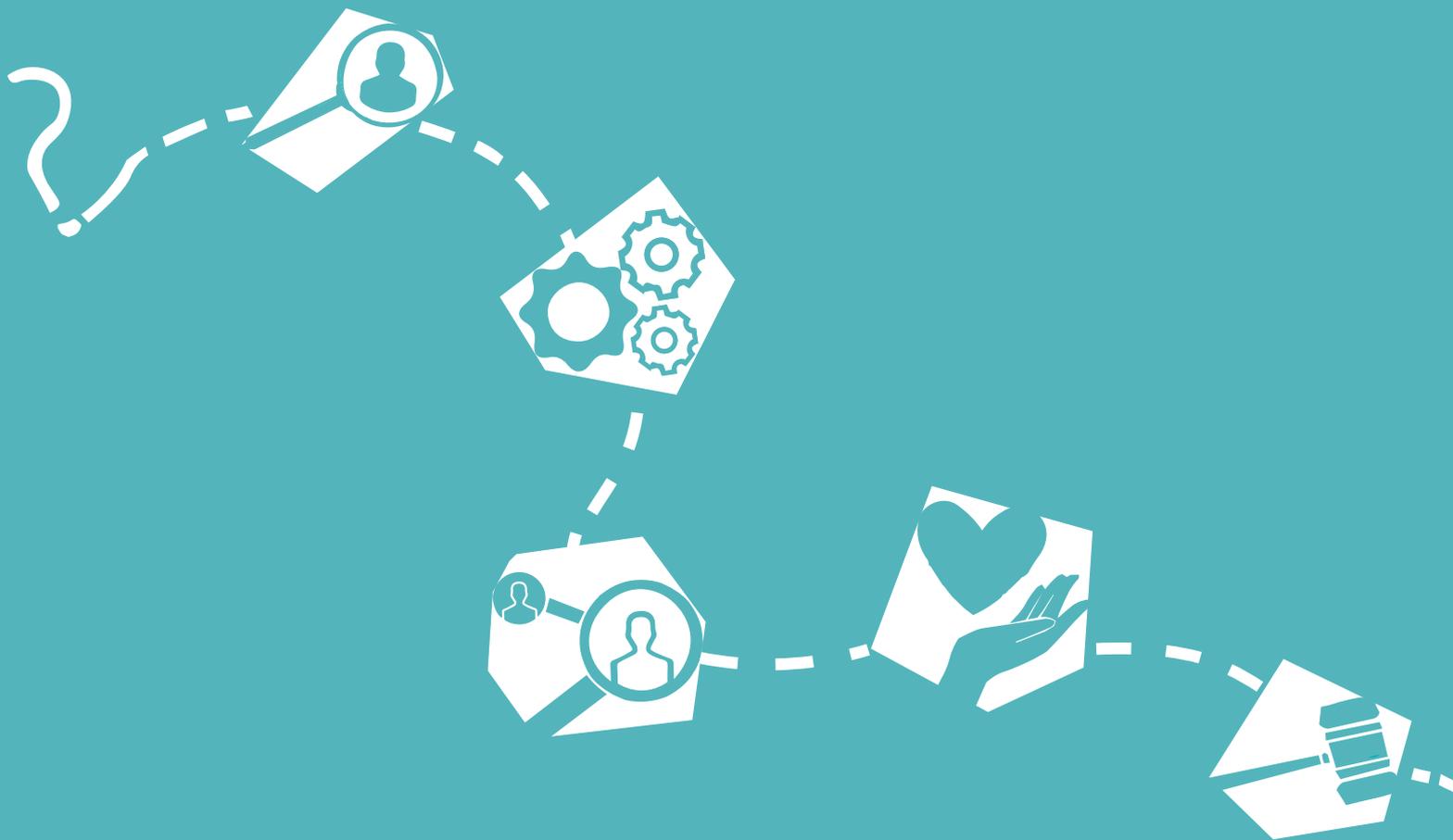


Leadership FAQs

in partnership with Suzanne Horner,
CEO of Gray Dawes Group,
Julie Hamstead-Wallis and
Rebecca Pryjdun of Gray Dawes Group



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Dear Members & Partners,

As we look towards another week in lockdown with the first signs of some flexibility being introduced, alongside both welcome and unwelcome new measures, we inevitably look even more critically for some direction.

In turbulent waters, the captain or conductor is the one we look up and at for that. Perhaps inevitably therefore, this week we are focusing on all areas of Leadership.

In the following pages, we look at the behaviours, considerations and actions that need to be taken to put our teams and more widely, our industry, on track for the coming months and years. I want to thank Suzanne Horner from Gray Dawes Group for not only taking the time to answer our questions, but also encouraging members of her team to also take part. All three have contributed with admirable honesty, a clear desire to help our industry through this period and with their own perspectives on how we can do this together.

In other activity, the BTA continues to lobby the Government for further detail on the newly extended furlough scheme, and clear guidelines on how the quarantine measures will be reviewed and lifted once they are in place. We are committed to doing everything to help the business travel

industry to get Britain moving again and to ensure our industry survives and manages to prosper in the new normal.

We are encouraged by the government movements this week for our employees but greatly troubled by the prospect of an unthought-through quarantine. We will fight hard on your behalf and want to hear from as many of you as possible with your experiences and concerns. Please do get in touch with your feedback and suggestions.

Thank you and keep an eye out for the next **#BTAFAQs**

Best wishes,



Clive Wratten
CEO, The BTA



Top Tips: How to be a Leader at any Level

During Lockdown

1 
Stay calm and plan
 Make sure you are informed!

2 
Execute your plan
 and try to not make knee
 jerk decisions!

3 
Communicate
 Be open, honest and
 from the heart

4 
Be Honest
 People want to know what you
 are thinking (but don't speculate,
 stick to what you actually know)

5 
Be Confident
 Leadership is tough but you
 are in this role for a reason

After Lockdown

1 
Execute the Plan
 There is always a plan!

2 
**Be ready to deal
 with all emotions**
 (Fear, concern, delight
 all staff are different)

3 
Be flexible
 we will have to adapt and
 change as we move forward

4 
Communicate
 Daily; staff will need to know and
 understand what is happening

5 
Be confident
 Lead the charge, we are
 open and ready to battle

Questions for Employers

How do you create a work/life balance as a leader during lockdown?

This is very difficult, especially in the early stages. As we have not dealt with anything of this magnitude in the past, this situation has taken over our lives. After the initial shock, my first focus was to steady the business and build a plan.

This was a challenge in itself as the situation and the rules were changing daily and the plan had to constantly evolve. After 4-6 weeks, the plan was in place, we could move to execution and further forward planning! I then took a week off to clear my mind- to me, this is an essential part of remaining a strong and effective leader.

Today, creating a work/life balance is not as simple as having a separate office or workspace at home, the challenge is discipline. Walking away from your workspace, turning mobile communications off and having other distractions that create distance from work for you are all helpful in enabling genuine time-off.

This has been even more of a challenge for me as I'm not good at taking time off even under normal circumstances! I've had to revert to building a plan and executing it in my personal life as well: I've allocated time slots in my diary for exercise, leisure reading time, cooking and relaxing!

Leadership for me is always about everyone else - but this period has reminded me that this can only be the case if you look after yourself as well.

How do you avoid always thinking about the business during a crisis?

Dedicate time to building a plan, the more informed you are about the situation the better you can switch off.

We have created a forecast for every possible scenario and have tweaked each one as we learn more. I have also accepted that 'It is what it is! I'm a firm believer in only stressing over the things I can change and influence. And I've become good at executing this behaviour. Once everything within my control is done, I can relax a bit and be nimble enough to adapt and adjust my plans as new information becomes available.



Questions for Employers

How often should we update and in what level of detail the whole company?

In the early days (before furlough), we communicated with the whole company 3 times a week. If staff do not know or understand what is happening, they do tend to panic and assume the worst. Hence, it is important that the CEO or Senior Leadership team (SLT) is constantly communicating openly to reassure them.

As we have moved into furlough, we have a weekly YouTube broadcast every Friday and we host a series called 'At Home with the SLT'. This is an individual session by one of the nine leaders of our business where the furlough staff can opt to join a session.

This allows us to create an open communication medium for over a hundred staff a week in addition to the Town Hall. It also means that the Leadership is shared – good for me personally and for the Company itself.

How do you empower Managers to convey company messages and confidence during this period?

Managers take the lead from the information they receive from their CEO. At Gray Dawes, we are not a scripted company and as the manager know their team well, they take the information and share it as they know how best to do that.

I am a great believer in individuality and personality, people need to feel confident in their positions to lead. Nothing is unfixable, if something is miscommunicated, we can fix it. It's better to try and make mistakes (and learn from them) than to not try at all.

It's also important to encourage staff (of all levels) to ask questions and give feedback on the information they receive. Today, people have open access by email, phone and instant message to every staff member in the business, it's important they know from their first day that they can use these channels and/or the best way for your company to get comments to the very top.

Questions for Employers

How do you tell people you are making them redundant or putting them on furlough?

Furlough was a lifeline for the business. I had already communicated the cost of keeping the business afloat prior to the announcement of the furlough scheme so they knew the future was a massive challenge. Furlough meant that the company could survive for a much longer time and thus secured everyone's jobs. We communicated it in this way – highlighting the positives of the scheme to individuals and the business.

To date, we have fortunately, not had redundancies. Should this be something we have to do, open, direct and honest communication will be required.

How are you communicating (if at all) with people on furlough?

We are constantly reviewing and updating how we communicate with all our teams, especially with those on furlough. It is important these people continue to feel part of the business and their teams, whilst not actively working for the company.

We are implementing multiple touchpoints, most of which are optional so that people can choose the ones that suit their personality type, needs or situation. These include:

A weekly town hall

Ongoing open email and instant message communication

'At home with the SLT'

9 Zoom sessions x 12 people weekly

Managers hosting Zoom calls

Staff WhatsApp groups

Upcoming quiz nights and more social activities

It is important that everyone checks-in at some point each fortnight so that any concerns can be raised.



Questions for Employers

How do you keep people positive and working to the best of their ability?

People are positive when they are informed. If a team feels they have the necessary information, knowledge and responsibilities. They should be good at getting on with it.

Praise, acknowledgement and positive reinforcement is an excellent driver.

How is Leadership different now to before Covid-19?

I think people's style will broadly stay the same, but, it's necessary to communicate more on a wider scale.

The content of communication should always be about taking people on a journey; if you explain why you are doing something and the outcome you are trying to achieve along with the reason for this outcome, people will buy into it and help you get there. I'm sure we all have a mature and intelligent workforce, who deserve open and honest communication, more so today than ever.

How are you planning for work beyond lockdown?

This is still very fluid for me: we will have offices, homeworkers and a mixture in the middle. We had this before lockdown and will have it again post-lockdown. We already operate flexible working and shift patterns and are open 7 days a week, so our plan is in place.

If nothing else, we will have more people moving to a mix of home/office working than we have today. We are constantly reviewing this as more information becomes available. I recommend keeping up-to-date and planning for different scenarios so that your team can continue to work at its optimum ability.

What is keeping you up at night and how are you addressing it?

Recovery is keeping me awake at night; we are very much in the hands of the government, the airports, the borders and the supply chain and all of this is beyond my control. The information is mixed and slow and as it is not precise, there are lots of unanswered questions. However, I am always looking for small glimmers of hope.

Questions for Employees

As a manager, how can I develop my management and leadership skills through the Covid-19 experience?

As managers, knowing your staff is a fundamental part of the role. You know their personalities, what their drivers are, what motivates and challenges them. You are able to identify gaps in their knowledge and develop those areas. This remains an integral part of managerial roles. It is also imperative to identify the management style you need to adopt during the current Covid-19 crisis.

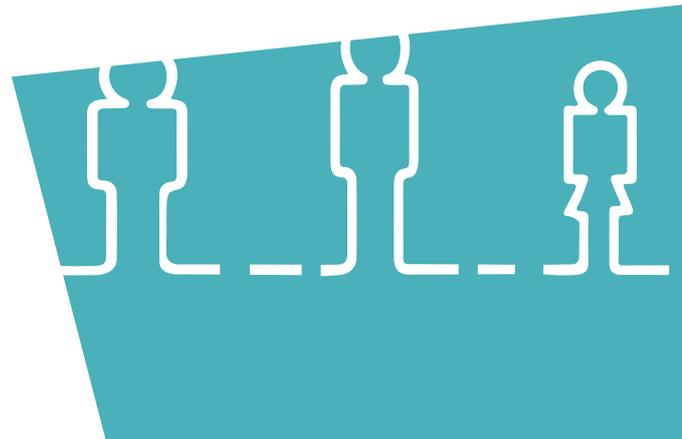
The management of teams has to differ from the norm, to both accommodate the situation, and to adapt to the virtual world. It needs a proactive approach that balances a reactive response to staff and client booking behaviour. In my experience, staff react well to a caring structured approach during these uncertain times, we're using various media platforms to reaffirm support and continue to strengthen relationships.

Being able to work with your teams and continue to get the best out of them or keeping them engaged whilst on furlough will show an ability to flex your management style. This situation provides

plenty of opportunities to learn and reflect on our leadership styles and it throws up scenarios that force us to develop our skills – even if they aren't the ones, we planned to learn in 2020!

What do CEOs and/or the C-Suite expect from Managers during Covid-19?

I think the C-suite expect their managers to represent their departments by informing and reassuring employees. Managers are relied upon to continue to operate departments as efficiently as possible during a time of reduced staffing. Through relaying information and reiterating company guidelines - as well as continue to reassess the ever changing Covid-19 situation and responding accordingly.



Questions for Employees (cont.)

Managers should have knowledge of recent developments within the industry, be privy to new and developing government guidelines and advice. Thus, allowing them to effectively guide and advise colleagues and clients alike.

Communication is key - both with staff as well as with the C-Suite to discuss the current health of a department, shared goals, performance, client behaviour and trends so the information can be incorporated into company strategy.

How can we keep our teams' motivated? What is working for you?

Keeping teams motivated whether they are actively working or on furlough requires a similar approach - communication is key.

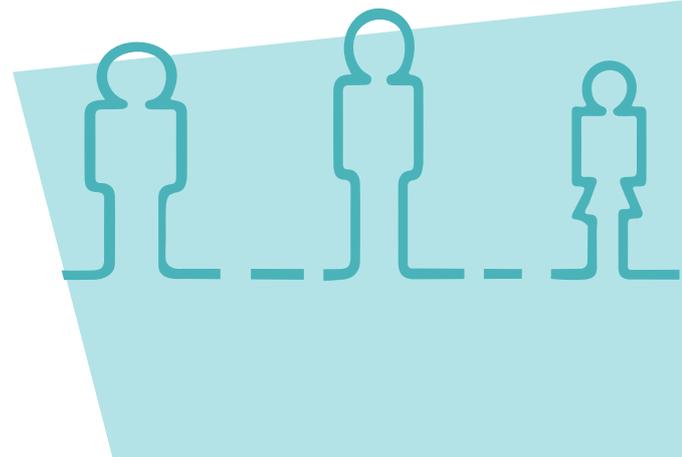
Positive communication in its various forms has proven to really lift mood and ensure that teams feel connected. Various social platforms are being used from Zoom and Microsoft Teams for business-critical information to WhatsApp, Facetime and Houseparty for more informal updates/interactions. Each application brings people together in a shared environment and

provides a common experience which helps strengthen and build bonds.

By defining clear individual and team goals, on a daily, weekly, monthly basis everyone has a structure to the working day whilst also being able to make this work for their own situation. I have found that outlining what we want to achieve collectively reaffirms the "team" and what we are striving to achieve.

How do you deal with a colleague feeling low when you are upset yourself?

We went into lockdown on March 23rd and during the past 7 weeks it has been a rollercoaster for us all. We are all adapting to lockdown life at our own pace, so it is absolutely okay to feel upset at times.



Questions for Employees (cont.)

Feeling low is a shared experience that all of us will and have felt at some stage. It is important to speak with family and friends to gain perspective. When you are speaking with a colleague, they are not expecting you to have all of the answers. Sharing your thoughts on the matter can be enough and this results in you supporting each other. It is also key that the current crisis is not the only discussion point.

Having structure and clearly defined goals as well as things that we hope to achieve can create routine, purpose and a sense of achievement. On a professional basis, reviewing performance against these objectives is essential in keeping teams moving, developing and stretching – it can help enhance people’s mood as it gives them a sense of normalcy and routine.

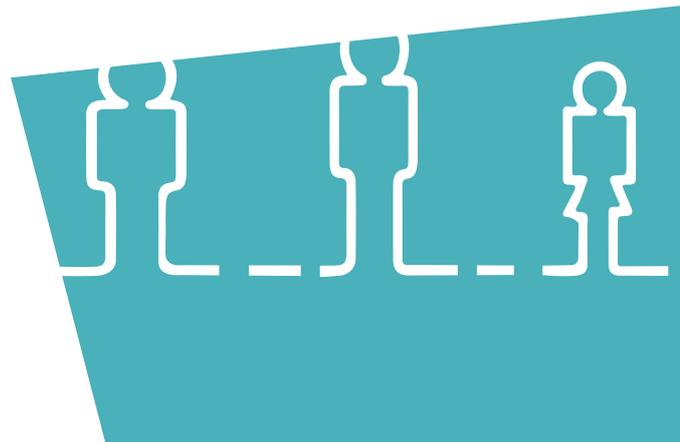
How do you tell a close colleague they are being furloughed/made redundant?

The delivery of bad news can be daunting, however, when delivered within a business context it should become less so. The news needs to be delivered in a structured manner to ensure everything is clear. Ensure your framework includes the ‘why’,

‘when’ and ‘how’. This framework ensures the content of conversation is consistent and all facts are delivered at the same time. This also helps the manager remain professional - regardless of relationship outside of the meeting.

How often can you and should you communicate with colleagues on furlough?

I don’t think there is a hard and fast rule for this, it depends on the relationship you have with your team and what you have to say. When communicating, have an agenda for the meetings, summarise the work the active staff / clients are doing as this will be a common interest for the furloughed staff.



Questions for Employees (cont.)

We have found that weekly or even biweekly video calls for furloughed staff has proven to be very successful. Also having a message group is helpful so that people can be in touch if they want to be or send out reminders about key meetings.

How do you get out of or turnaround conversations inviting criticism of the company direction or Senior Management decisions?

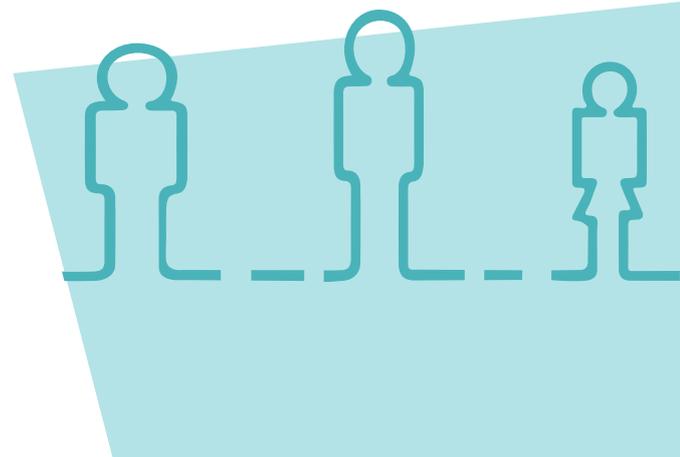
Covid-19 is an exceptional situation. Globally, our lives have all been affected and the world's governments are learning how to respond, adapt and manage this crisis along every business. Should a member of staff criticise the company and its direction, it is important to address these comments and explain that difficult decisions have been made in every business.

New policies and procedures implemented, have been done so, in order to ensure the survival of the business. Remind those colleagues, that we are all learning, implore them to be patient and understanding during this time. If necessary or warranted,

encourage the colleague to take this feedback to Senior Management in a constructive way – possibly offering a solution or way forward.

I feel our Company could do better in the crisis, how can I make my points heard by the Senior Team?

Here at Gray Dawes, any thoughts, ideas and points of view are welcomed. We are encouraged to reach out to the C-Suite / CEO with ease and we have a selection of ways that we can make contact. Every company is different, so look at the various ways within your own business that you can make contact with your senior team and decide which method is best for you.



Questions for Employees

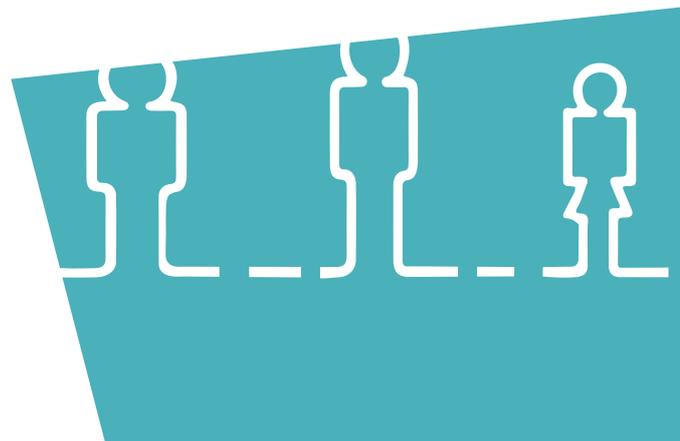
All the social meetings are taking up my evenings and preventing me seeing my family/friends, how do I be seen as a leader but not go to everything?

Your colleagues on furlough, as well as those who are still actively working need your support. However, that doesn't mean that you have to attend every virtual meeting that is arranged. Keeping communication going is key but be careful not to overload yourself. A video call on any of the available platforms once a week is sufficient.

Creating a message group is also a convenient way to keep in touch with your teams without the communication impacting your private life.

Be strict in creating evenings or parts of the day for yourself. If you can't attend a work social event, communicate this to the organiser or nominate a host in your place. It's important to vary which events you attend so that different people can interact with you, but this is only useful if you are looking after yourself.

-Julie Hamstead-Wallis



Leadership from Furlough

How often should companies update and in what level of detail to the whole company?

I think once a week is enough. At Gray Dawes, we also have optional sessions with the senior leadership team so people can choose if they want more information or have further questions. It's good to have the choice in such a changing situation.

How is Leadership different now to before Covid-19? Have your expectations changed?

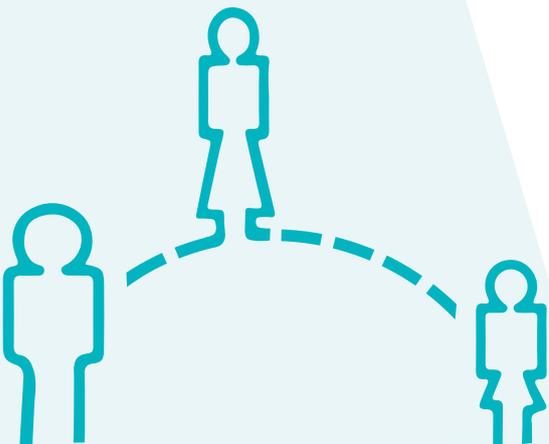
I feel like we are a closer company because of it and personally, my expectations have not changed.

What is keeping you up at night? What would you like to know company wise and how are you addressing it?

Not knowing when this pandemic will end is what's keeping me up at night. I feel there isn't anything else the company can tell me until we have more steer from the government. We all have a picture of what business is coming in and how much lower it is than normal. Knowledge of and from the company helps, it puts perspective on my situation and that of the industry.

How did the business tell you; you were being placed on furlough? How was this experience – what could have been done better?

We had a team call where our manager explained to us the situation. It was very short notice, but we had already started to discuss things like unpaid leave to help the business through this time, so it wasn't totally out of the blue. As far as my family and friends, I was one of the first (apart from teachers) to be furloughed, so it was a little strange but then others followed.



Leadership from Furlough

How are you keeping yourself active and positive whilst on furlough?

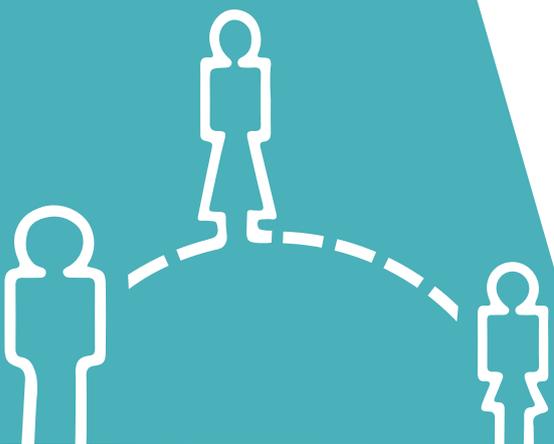
I am generally quite a positive person and try not to worry too much about something you can't control. I have done some decorating, lots of reading, a course on computer coding, started a blog and kept in touch with family and friends through video calls.

I try to limit social media usage and keep away from the news so as to not get overwhelmed. I read the summary each day from the PM's press conference to stay informed.

What are your expectations for work beyond lockdown?

I am slightly worried that the industry will struggle to recover. I don't expect things like bonuses and pay rises for a while. I hope I will be able to come back to my job, but I'd expect the role will have to adapt to fit with what the business will need at this time. If it came to it though, I would consider a change in industry to ensure I have a secure future and can pay the bills.

- Rebecca Pryjdun



Summary

From Suzanne Horner

These are difficult and as so often said, unprecedented times for our industry. I hope that you, your family, friends and colleagues stay safe and well.

I know that if we collaborate as an industry and keep talking to each other, we will come out the other side of this crisis. We will be operating in a 'new normal' where strong and clear leadership at all levels will be essential.

I'm inspired by the people I see around me, in my own company and across the industry. The depth of talent and commitment to business travel will help us navigate through today into tomorrow with companies and teams together.

I look forward to seeing and speaking to many of you in the coming weeks. Look after each other.

Best wishes,

Suzanne Horner

Suzanne Horner

CEO, Gray Dawes Group



External Resources

General Coronavirus links

Public Health England www.gov.uk/government/organisations/public-health-england

NHS UK: www.gov.uk/government/collections/coronavirus-covid-19-list-of-guidance

Places that need volunteers or online help

NHS Volunteer Responder: www.goodsamapp.org/NHS

Samaritans Online Chat portal: www.samaritans.org/chatdonate/



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