
Post-Pandemic Recovery Workbook

Post-Pandemic Recovery Workbook

By Dr. Michael Provitera

*“The Post-Pandemic Recovery Leadership
Book is The First
Leadership Book That Provides a Clear Path
to Engage Yourself and Your Followers for
the Post-Pandemic Recovery.”*



Free personal training guide

Complimentary Workbook

Post-Pandemic Recovery Workbook

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How to use the Workbook

This workbook has been written for you to enhance the value of your reading experience of the ***“Post-Pandemic Recovery” book***. I suggest that you read the whole chapter and perhaps the whole book before working on this workbook. After you have read the chapter or the entire book, then make use of this workbook to build upon your mastery of leadership as you engage yourself and others for success.

Each chapter in this workbook is directly linked to the same topic covered in the book, making it easy to use. It only highlights one of many topics in each chapter, however. The most applicable topic

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has been selected by the author to improve your leadership competency.

This workbook complements the book and does not take the place of it or replace the reading experience of the book itself. It has been designed so that you can reflect on your progress, record your success, and stay on track to reach your personal and professional goals as an executive, aspiring leader, or manager.

If you would like further encouragement or if you have any questions, do not hesitate to email me or visit my website at <http://docprov.com>. Your success is my success! Each of your incremental improvements leads to your overall success. I have helped over a 1000 graduate-students, undergraduate-students, executives, seminar participants, and clients---motivating and leading them toward success.

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For personal coaching or for a seminar at your company, organization, institution, or university, contact me. I will be happy to talk with you and your organization reach your goals. For 2021, I am now offering a free three-hour leadership training coupled with book signing at colleges, universities, and organizations in the Miami, USA area. Other locations are up for negotiation.

Chapter 1: From Good Management to Great Leadership

Executive leadership training begins with your own personal mission and vision. Self-leadership is built upon the premise that you lay a solid foundation---one that is filled with the necessary tools to help you build the foundation for personal excellence.

The first chapter in this workbook begins by helping you build a better leadership presence and Authentic Leadership. To do this, apply the leadership competency of Authenticity:

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- **When being an authentic leader or manager, it would help to consider the difference and how you would lead more effectively.**
- Having a healthy, positive relationship with your followers is key to your success and knowing if you are being authentic when dealing and communicating with them will improve your effectiveness when influencing behavior.
- **1.1.1. Written exercise:** To start, consider the scale below and rate yourself from 1 to 10, with one being authentic leadership and ten being authentic management.

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Authentic Leadership vs. Authentic Mgmt.

Doing things	<u>SCALE</u>	Doing things for
For Stakeholders	1.....5.....10	the least among us
Coaching people		Evaluating People
From the lower		for their best
Levels of the firm	1.....5.....10	potential
Taking a proactive		Taking a reactive
Approach to		approach to problems
Mentorship	1.....5.....10	in society
Having a long-		Having a short-term
Term perspective		perspective to control
With resilience	1.....5.....10	problems
Enhancing trust		Controlling
Remotely		subordinates by giving
	1.....5.....10	them a voice
Innovating to		Performing functions
Save time	1.....5.....10	once correctly
Focusing on		Focusing on a
Minoritized		diversified structure
Individuals and		of optimization
Helping them		
Succeed	1.....5.....10	
Challenging norms		Maintaining the status
To reduce		to secure jobs
Stereotyping	1.....5.....10	

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1.1.2 Written Exercise: Based on the way you answered the chart posed above, how can you be an authentic leader and manager and use your professional communication skills to communicate better with your followers?

- Professional Observations of the Chart

Authentic leadership and management is not a dichotomy. At times, some leaders will be closer to five as opposed to being on an extreme one or ten.

Let us review each dimension. Scoring a five on doing things for stakeholders or doing things for the least among us would be a high score. Focusing on stakeholders covers the least among us but given the fact that we must reach out to the least among us in both charitable and promotable ways is very important.

Scoring five on the second dimension, coaching people from the lower levels of the firm and evaluating people for their best potential would be a high score. Leaders need to be both a coach to followers and continuously evaluate them to help them reach their best potential.

Dimension three is an important viewpoint of authentic leadership. Leaders need to be proactive in mentoring followers and also take a proactive approach to problems in society. Thus scoring closer to one on this dimension is the most appropriate score.

Dimension four is another important viewpoint for leaders to consider. A solid 4 to 6 would be a good score because having a long-term perspective with resilience is very important but also planning for the short term to control problems is also important. This is a strategic dimension with planning for both the short- and long-term.

Dimension five is an interesting perspective as leaders are more engaged in electronic leadership. A solid score of 4 would suffice because leaders want to be able to enhance trust remotely to keep subordinates satisfied while giving

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them a voice. The controlling part is less appealing but there is some control in developing the electronic leadership presence

Dimension six is a split decision of a solid score of 5 because innovating to save time along with performing functions "once" correctly is very important for authentic leaders and managers. This is Total Quality Management perspective.

Dimension seven is so important today as leaders need to initiate and manage diversity well. A solid score of 5 is best as leaders help minoritized individuals succeed coupled with a diversified structure or optimization.

Dimension eight is a trickier one. Challenging norms to reduce stereotyping is very important and securing jobs is also in demand right now and will continue to be. The trickier question is maintaining the status quo. While this may appear appropriate, it falls short of authentic leadership. Therefore, a score of 3 or 4 is the most appropriate for this final dimension.

The Post-Pandemic has raised the fact that followers are facing an unprecedented time with the Covid-19 pandemic. Thus, being both an authentic leader and manager is most appropriate. Given the fact that so many more things can be considered as a dimension, this section of the workbook should open up a rich discussion that is necessary for recovery and fortitude moving forward. Spend time, perhaps an hour to discuss these dimensions and record deliverables and things that you, as a leader, can do to improve upon each component of the dimension.

- Having an outline will add structure to your presentation. Given any current or future scenario, write your two points that you would like to communicate with your followers here. Remember professional communication is concise and to the point.

Chapter 2: A Look at Political Leaders and Corporate Leaders

- **Written Exercise:** Read the article in the Harvard Business Review “***Great Leaders Embrace Office Politics***” by Michael C. Wenderoth, published on April 11, 2016 and answer the following question.

<https://hbr.org/2016/04/great-leaders-embrace-office-politics>

How can you manage up better? Write your response here.

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2.1.1 Written Exercise: Consider the type of manager you have. Many pose a unique set of challenges that require an equally unique set of managing-up skills to handle. Perhaps you are dealing with:

- A brand new boss, someone you have never met before.
- A manager you don't see face-to-face because he or she works in another location
- An insecure boss (hint: it's important to know how to tame his or her ego)
- An all-knowing or indecisive boss
- A manager who gives you conflicting messages
- A long-winded boss
- A hands-off boss
- A manager who isn't as smart as you

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A boss that is one of the board of directors.

Now, “Perhaps the most important skill to master is figuring out how to be a genuine source of help as you attempt to manage up.” With this in mind, write down one way that you can be a source of help for your boss. If your boss does not fall into the categories above, or you are in-between jobs, then relate this concept to the last boss that you had. Some things to consider when influencing others are helping people to like you as an individual ready to help, try reciprocity by helping other and hoping that they help you when in need. Write in the space below how you can help your boss as you employ the managing-up skills.

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2.2.2 Written Exercise: Now that you have determined how you can influence people by managing up, come up with a plan to work on them. Write it down by using the SWOT analysis below:

Example

Strengths

- I am creative and innovative.
- I communicate well.
- I ask the most appropriate questions at the right time and at the right place when I am engaged in a conversation with someone.

Weaknesses

- I sometimes get ahead of myself and attempt to multitask too much.
- I respond to people before they finish what they are saying so that I do not forget my point of view.
- I often feel that my perspective of a situation is more important than anyone else's point of view.

Opportunities

- I see an opportunity to help my colleagues with my creativity and innovation.
- I attend national conferences each year and I can use this conference to build upon my skills.
- I have a great deal of experience and I can succeed in the new ventures that I embark upon.

Threats

- I feel that I am sometimes at a loss for words.
- The current economic climate provides me with little opportunity for advancement in my current career.
- While I have some education, I feel that without an advanced degree, I am somewhat oppressed.

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- Write down your strengths.

- Write down your weaknesses.

- Write down your opportunities.
- Write down your threats.

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2.3.3. Written Exercise: After conducting this SWOT analysis, write down how you can build on your strengths while taking steps to lessen your weaknesses. Then, write down how you can take advantage of your opportunities and avoid your threats.

- Write down how you can build your strengths.
- Write down how you lessen your weaknesses.

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- Write down how you can take advantage of your opportunities.
- Write down how you can avoid your threats.

Chapter 3: Leadership

Theories and the

Organizational Life Cycle

3.1.1 Written Exercise: Authentic leaders rely on discernment on not only others, but also, and more importantly, themselves.

- **Self-understanding of oneself: Jim Clawson discovered VABEs, which are values, assumptions, beliefs, and expectations of how we see the world. Understanding your VABEs places life more like a journey rather than a destination. Think of what you value based on what you prefer and do not**

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prefer. Assumptions we accept without questioning. Beliefs are based upon what we feel deep inside about yourself and the world. In both our life and work, we simply expect things. Based on this knowledge, consider your VABEs now.

- **Evaluating your desirable and undesirable self-aspects: We truly need to know what we see in ourselves, what we think others see in us, and what people see in us that we do not see in ourselves. Discover your undesirable self-aspects and try to reverse them.**

Actions for oneself: a plan or goal will put you in the right direction. Goals are based on two tenets that Randall Dunham discovered. First, goals need to

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have direction and the other component is intensity. Both must be consistent to achieve a goal. Ponder your goals now and remember to plan your day today and then plan your tomorrow today *TOO!*

- **Developing interpersonal relationships:** Being an authentic leader means being not in touch with yourself but also being in touch with others. Communication is key. Too much is not welcomed and too little is neglecting others.
- **3.3.2 Written Exercise:** Take some time to combine your knowledge of yourself from the above ideas. Develop your ability to engage in transformational leadership.

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Four Steps to goal setting using transformational leadership

- Step 1) Idealized influence:
Transformational leaders who show idealized influence are role models for their followers because they engage in high standards of honest and ethical behavior and
- Step 2) Individual consideration, is the extent to which a transformational leader attends to each follower's needs and is a mentor, coach, or guide to the follower;

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- Step 3) Inspirational motivation, is the degree to which a transformational leader articulates an appealing vision that inspires and motivates others to perform beyond expectations;
- Step 4) Intellectual stimulation, is the extent to which transformational leaders challenge assumptions, take risks and solicit followers' ideas.
(Excerpts from the expert team of Bernard Bass & Ronald Riggio, in their 2006 book titled "Transformational Leadership," published by Lawrence Erlbaum Associates in Mahwah, New Jersey). These four tenets of transformational leadership link follower's individual efforts to the organization's

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collective interests. Write down which one of these four transformational leadership tenets is most important for you right now in your life and your career.

- I currently need the following transformational leadership tenet. Which tenet of the four stand out to you.

Write down your goal to incorporate transformational leadership here.

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3.3.3. Written Exercise: As you identify what you need to move up the corporate ladder, become a government executive, or lead in an academic front; consider the possible obstacles that you may face.

- My current obstacles are the following.

3.3.4. Written Exercise: Once you have identified your authentic self, which tenets of transformational leadership are important to you, you identify your possible obstacles, and then you are ready to write an affirmation.

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- My affirmation GOAL is the following (i.e., “I will be more in touch with myself by understanding my VABEs and other people’s VABEs by the end of the year”).
Write your goal here.

3.3.5 Written Exercise: Now that you have your Goal-affirmation, place what you need to do to accomplish this goal or objective on your To-do-List. Remember you need an action plan to go with your goal.

- I will write the following things down on my To-Do-List to help me reach my goals and objectives, and most importantly, I will

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write my action plans to accompany my goals. Write your goals and action plans here.

Chapter 4: Effective Leadership Strategy in the Post-Pandemic World

4.4.1 Written Exercise: Motivating and leading yourself includes taking control of your life. Think about your current habits and what you do on a daily basis to keep in shape, stay healthy, and fuel your brain. Write down how you can enhance your current position by building teamwork, networking, and making connections. Developing a personal strategy is a major milestone in your work and personal life. The pandemic has set people back and there is a need to more healthy and responsive.

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- Write down what you can begin to do that will enhance your success as a leader or aspiring leader during the post-pandemic recovery.

4.4.2 Written Exercise: A study showed that leaders failing to develop a clear vision for the future of their organization. There was also a lack of people management found in this research. Ken Blanchard in his “Work teams and the Wizard of Oz” With Ken Blanchard, sold by Trainer's Tool chest LLC, 403 Gardenia Lane, Buffalo Grove, IL 60089. Ken has captured for essential benefits of teamwork:

- Build and Rely on Teams

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- Delegate and Empower
- Pool Skills and Resources
- Tap Inner Resources
- Use Imagination and Creativity to Take Risk.

As you reflect on these four benefits of teamwork, your own personal strategy, your organizational strategy, and address the two concerns found in the research, try to relate them to a certain program, course, goal, objective, business plan, strategic objective, or something else that you are pursuing. The three questions come from Expectancy Theory and could help guide your efforts.

- Can I perform at the level that I want to perform at if I try it? Delegate to your team and empower yourself and others. Now, Pool Skills and Resources of your network to

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reach your goals and reap success. Do you feel confident to perform at the level you desire? A simply yes or no here, will suffice.

- If I perform at that level, what will happen? Now is the time to Tap Inner Resources! Write these inner-resources down now.
- Do I prefer or value the things that will happen? If so, why? If not, why not? If you do not prefer what will happen, you will not be motivated (see Dr. Mike Provitera's book on Mastering Self-Motivation for further development on this topic). The key is to increase a yearning for what you value

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most. So, Use Imagination and Creativity to Take Risk and tap into what motivated you to be a great leader. Remember to use your strengths first, then your opportunities, next, if possible. Write down what you value most and this will be your own personal motivating system.

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4.4.3. Written Exercise: Now that you have conducted your combination of expectancy theory analysis (Victor Vroom, 1964) coupled with Ken's expert knowledge of teams, determine how you can best lead yourself. Ask yourself:

- Am I on the right track? If so, do I value the things that will result in my high performance? Am I a team player, if so How? If not, why not?

4.4.4. Written Exercise: Once you determine your level of expectancy and how you can lead yourself to be a great team player, use the four functions of management to help you succeed in your endeavors. Combine your team efforts for yourself or your followers or both

NOW as we face the post-pandemic recovery:

- How can I better **control** my performance so that I can achieve my goals and objectives?

- How can I **lead** myself better ascertain my goals and objectives?

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- How can I become more ***organized*** in order to accomplish my goals and objectives?
- What ***plans*** can I make to ensure that my goals and objectives are met? After writing them, place them on your To-Do-List.

Chapter 5: Transactional Leadership – A Carrot on the Stick Approach

5.5.1. Written Exercise: As you begin to recognize your strengths, consider how you feel about your status on the job, in the office, or at the university. What makes you happy and what makes you unhappy on the job? After asking yourself this, determine what satisfies you and motivates you at work.

Leaders must come to grips with their own motivational-mindset before they can use their leadership competencies to motivate others.

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- Write down what causes you to be a Transactional Leader.
 - Answer yes or no to the following questions to determine your Transactional Leadership.:
 - Do you provide contingent rewards that are personal or tacitly communicated contracts in exchange for rewards or effort put forth from you or your followers? Yes ____ No ____
 - Do you promise yourself or your follower's rewards for good performance?

Yes ____ No ____
 - Do you only recognize accomplishments or do you consider the amount of effort you or your followers put into the task?

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Yes ____ No ____

- Do you use what is called “Management by exception,” by watching and searching for deviations from your rules and standards? Yes ____ No ____
- When you take corrective action for yourself or followers, are you passive about it or reactive? Yes ____ No ____
- Do you intervene for yourself or your followers only when standards are not met? Yes ____ No ____

NOTE: If you answered yes to any of these questions, then consider yourself a transactional leader!

Let us now see if you are a Transformational Leader. Answer Yes or No to the following questions.

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- What makes you happy on the job, in the office, or at the university? Is it because of your Transformational Leadership?

Yes ____ No ____

Transformational leaders use charisma, instill pride in work that is done by themselves or their followers, and gain respect and trust in leadership ability for themselves or their follower's ability. Is this you?

Yes ____ NO ____

- Transformational Leaders direct their influence toward the positive things that they or their followers complete. Is this you?

Yes ____ No ____

- Transformational Leaders project self-confidence and success, articulate goals, and arouse emotions in both themselves and their followers. Is this you?

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Yes ____ No ____

- Transformational Leaders inspire themselves and their followers. They communicate high expectations for themselves and their followers. They thrive on intellectual stimulation for both themselves and their followers. They promote intelligence and when they or their followers fail, they use careful and concise problem solving. Is this you?

Yes ____ No ____

- Most importantly, Transformational Leaders look at themselves as authentic leaders and consider the individual consideration of their own abilities and those of their followers. Is this you? Yes ____ No ____
- Finally, Transformational leaders give personal attention to themselves by

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personally coaching and advising based on past performance for themselves and their followers. Is this you? Yes ____ No ____

- Are you a transformational or transactional leader based on your analysis above? Write down your understanding of your own leadership style as it applies to both transactional and transformational leadership.

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5.5.2. Written Exercise: After identifying what makes you an effective leader, determine how you feel about your leadership style. If you are transactional, you may be affective but how do you or your followers feel? If you are Transactional, are you and your followers feeling better about themselves?

- I will do the following things to reduce my level of Transactional Leadership Style on the job, in the office, or at the university.

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- I will do more of the following things to ensure that I am more of a Transformational leader on the job, in the office, or at the university. Write them down now.

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5.5.3. Written Exercise: Based upon the above exercise, are you more Transactional versus Transformational? Can you empower yourself to become more transformational and less transactional? If yes, great, if no, continue.

- I can do the following things to become less transactional and more transformational on the job, at the office, or at the university.

Chapter 6: The Post Pandemic Approach to Social Capital

6.6.1. Written Exercise: What is the post-pandemic new work scenario for you?
Write it down in one to three sentences.

- Leaders, today, more than ever, are using a group approach to social capital. Given the post-pandemic recovery, many

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people have embraced electronic communication and are engaged in internet-based relationships.

- How much knowledge do you have of internet-type communication? Do you realize that there is a certain amount of fear of tenuous relationships, saying or doing something wrong while in meetings? It is important that you expand, review, and extrapolate your VABEs if necessary. Do that now.

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- How can I control some of my bad habits that may hinder my performance as I communicate online? Do I have the necessary courage to present and feel comfortable doing so? If so, what is my fear-factor and how can you overcome it? Write down the answers to these questions now. Find ways to encourage more social capital prowess when communicating online. Feel good about yourself and your work and career. Ascertain a high level of self-efficacy.

6.6.2. Written Exercise: Social Capital influences career success and executive

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compensation, helps workers find jobs and provides a richer pool of recruits for firms, facilitates intellectual capital, and reduces turnover rates. Do you ever find yourself feeling courageous at work or in your personal life but the fear-factor holds you back? How do you handle that? Do you give up? Do you persevere? Is fear realistic? How do you feel, for example, in the middle of a Pandemic, like the Coronavirus Pandemic of 2019, 2020, and 2021? Do you or did you feel stuck in the moment during this crisis? If so, why? If so, why not?

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- List the next steps that you will take to develop the necessary courage to conquer your goals and embrace social capital. Write down how you show courage. Think of how fearless or fearful you are. Do you respect your own fear? Do you attempt to master your awareness of fear? Do you act despite some level of fear being present? Think about and write down how you will address your own personal fear. Now list how you will address the following:
 - 1) Career Success
 - 2) Steady or more compensation
 - 3) Find a job if you are unemployed, expand upon your career in some way
 - 4) Seek out mentors and recruit new people into your life that are positive influencers
 - 5) Build intellectual capital

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6) Reduce the threat of turnover rates at work and in your personal life by being present and caring about others.

Chapter 7:

Transformational

Leadership in a Post

Pandemic World

7.7.1. Written Exercise: The Post Pandemic Recovery calls for a new type of leader. One that is a Social Architect. My colleague and friend, Jim Clawson coined the phrase used in the Post Pandemic Recovery book written by Sayyadi and Provitera and the corresponding book associated with this workbook. Read this quote and the article and prepare “Good leaders are

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organizational architects because they know how to organize and mobilize followers so that their energies are focused on the strategic mission,” (Clawson, J. 2021, *Fundamentals of Level Three Leadership: How to become an effective executive*, published by Business Expert Press, edited by Dr. Michael J. Provitera).



Note to readers: Borrowed from the HBR article noted below.
Used without permission from the Harvard Business Review.

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7.7.2 Read the following article published by the Harvard Business Review titled “Leaders as Decision Architects, written by John by John Beshears and Francesca Gino [click here: <https://hbr.org/2015/05/leaders-as-decision-architects>] From the Magazine (May 2015). After reading the article in its entirety, answer the following question by writing your answer to the steps.

Step 1: How can you better understand how decisions are made at your organization?

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Step 2: Take some time to Define the Problem here:

Step 3: Now Diagnose the Underlying Causes and write them down here:

Step 4: Take some time to Design the Solution and write it down here:

Step 5: Now Test the Solution. Write down what happened, what may happen, possible obstacles, bureaucratic roadblocks, etc.

Step 6: Redesign the solution until you have it right and you become a Social Architect!

Chapter 8: Post-Pandemic Recipe for Success

8.1.1. Written Exercise: The Post Pandemic Recovery calls for Adaptive Leadership. *In 1994, adaptive leadership theory emerged out of Ron Heifetz's book Leadership Without Easy Answers. This theory and approach inspired a new wave of thinking in the fields of leadership and organizational studies. A cadre of thinkers joined the efforts to expand the theory's framework and influence in light of its*

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applicability for our unique times, (Acosta, 2019).

8.2.2. Read this article *Adaptive Leadership*

for Our Time by Angel Acosta. [Click here:

Acosta, A. (2019), found on May 10,

2021 on website:

<https://medium.com/@aa3749/adaptive-leadership-for-our-times-85c59fcf7912>

8.3.3. Written Exercise: During the Post-

Pandemic Recovery, leaders are developing

answers to the most pertinent questions in

recovery mode. Write down your answers to

the following Adaptive Leadership questions.

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- 1) What are the Challenges facing our organization right now?

- 2) How can we Regulate Distress as new things arise and decisions are being made?

- 3) How can we Maintain Discipline and Attention as we migrate back to the office, open our businesses and attempt to go back to what life was like before the Covid19 pandemic?

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- 4) How can we Give The Work Back to the People as they work in a hybrid mode and address customer's concerns and demands?
- 5) How can we protect Leadership Voices from Below since people have apprehensions, concerns, and questions that need quick answers?

Chapter 9: Building Competitive Advantage in the Post- Pandemic

9.1.1. The post-pandemic led to new technology, new ways of conducting business, and a new paradigm shift from office space to cyberspace. Executives had to find a new way to build teams as they changed to more remote work. People relied on the home network to conduct business for organizations; some

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expanded their bandwidth while others
were already equipped.

9.2.2. Read this article by Rasmus Hougaard, Jacqueline Carter, and Moses Mohan, (March, 2020). “Build Your Resilience in the Face of Crisis,” *Harvard Business Review*.

9.3.3. Written Exercise: During the Post-Pandemic Recovery, leaders are building upon the organizational resilience to bounce back from the pandemic. Read this article and write down your answers to the following questions.

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<https://hbr.org/2020/03/build-your-resiliency-in-the-face-of-a-crisis>

- 1) Have you taken some time to Look out the Window. Reflection is one of the best ways to overcome a crisis. Connect with nature and the places you love to visit. If you cannot visit physically, watch videos, and read about your favorite destinations until you can find the time to return. Write down the places that you will visit in the post-pandemic here.

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2) Are you Connecting with others Through Compassion? Whom can you help to have a better day? By finding people to bond with, we can find solace and comfort in ourselves and bring smiles to faces. Write down whom you can connect with during the post-pandemic and when you will reach out to them here.

3) Take time to for mindfulness, meditate, and relax.

Chapter 10:

Sustaining

Competitive

Advantage in the

Knowledge Economy

10.1.1. The post-pandemic led to new ways of educating executives, managing talent, and developing entrepreneurs. **Mohan Sawhney**, Associate Dean for Digital Innovation and McCormick Foundation Professor of

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Technology at Kellogg School of Management, Northwestern University is a pioneer in online executive education. He has created several SPOCs (Small Online Private Courses) and online simulations in digital marketing, product strategy, and artificial intelligence. Read his article.

<https://hbsp.harvard.edu/inspiring-minds/reimagining-executive-education>

10.2.2. Written Exercise: Sawhney (2021) argues that “while the past year has been a time of great challenge...it has also been a time of great innovation.” He states 3 horizons of change that will impact both

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executives and talent management in the near future. Ponder and comment on his three horizons of change.

1) Reacting to the pandemic – transforming to exclusively online formats. How have you done this? What can you do better? Write your answers here.

2) Redesigning the future – gradually returning to in-person and hybrid work to deliver the best learning experiences. What is your plan? Write it here.

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3) Reimagining, reinventing, and designing disruptive business models. Here is an example. The knowledge economy is going through an unprecedented level of disruption. The surprise result of a yearlong pandemic, increased uncertainty over safety and security, and fears about a downturn in the economy have left many business leaders concerned about where their organizations should go next and how best they can prepare for post-pandemic recovery. One possibility is to embrace technology. Making the right technology decisions can

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create a business platform that embraces an uncertain world and gives organizations the resilience to bounce back. Based on this example, how can technology enhance your organization as you prepare for the post-pandemic recovery? Write your answer here.

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Final Note to the Reader

After reading the Post-Pandemic Recovery book, authored by Provitera and Sayyadi, and writing in the Post-Pandemic Recovery Workbook, keep taking steps that help you to achieve your plans and goals as you recover from the pandemic. Never stop learning and continuously improving and the most important aspect of the post-pandemic recovery is YOU. Take care of yourself for you loved ones and make the right decisions for your followers. This is your dent in the universe, use it wisely. Remember, my books are a segue to keep reading, keep learning, and keep on “KEEPING ON!” I wish you a vast lifetime of joy and happiness. Dr. Michael Provitera. **The End!**

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https://www.amazon.com/Post-Pandemic-Recovery-Sayyadi-Provitera/dp/B096D1LGK1/ref=sr_1_3?dchild=1&keywords=post+pandemic+recovery&qid=1624034304&sr=8-3
