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During a crisis, most advice that is given to you about managing your career remains invaluable.

However, some of it only applies and takes on a real dimension when the economy is doing well.

It is important to use common sense and sensibility to capitalize on whatever seems the most timely and appropriate.

1 MANAGEMENT

During a crisis, for your management, the short term often takes priority over the long term.

Your hierarchy is also concerned with the future of the company but also the future of the vacancies in the company.

The decisions that your management makes must be justified economically. It is important that you provide:

- the numerical results of the successful interventions that you have led (expressed in terms of increased earnings, cost reduction, or avoidance of errors);
- the rationale for your proposals and projects. Try to make your proposals center mainly around topics: cost reduction and/or increased earnings.

To avoid making mistakes, ask your management to clarify or redefine its objectives. Ask it also to "re-prioritize" your priorities with you.

If you receive information with strategic importance that could be useful to your management, then don't hesitate to let them know about it.

Be sure to optimize the use of your means and show that you are ready to work long hours or, better...prove it.

2 COLLEAGUES

During a crisis, personalities come out at their best and worst in behavior.

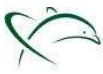
The worst behaviors are shown by:

- cheap shots;
- the withholding of information;
- exaggerated sense of mistrust;
- cover-ups;
- and sometimes, cabals.

Other people, however, exhibit respectful behavior that you would have never seen under normal circumstances.

The best attitude to have is cooperation and transparency. If one of your colleagues is jealous and/or bothers you, or tries to get into a conflict with you, do everything within your power to keep calm.

During a crisis, internal conflict is a luxury that you cannot afford.



3 SUBORDINATES

During a crisis, two types of behavior can appear in your subordinates:

- some become "hyperactive";
- while others are paralyzed by the events.

The best attitude to have is to use common sense:

- you have to curb and/or calm the subordinates that fall into non-productive hyperactivity. If it gets out of control, don't hesitate to impose firm but light sanctions immediately before things degenerate further;
- however, reassure and encourage those of your subordinates who, when the situation worsens, become paralyzed or severely reduce their productivity. This translates to a total absence of initiatives and a very big drop in efficiency. Be sure to take the time to listen to them, secure them, and advise them.

Meet more often with your subordinates. Clarify and point out your expectations and your priorities. Don't hesitate to "over-communicate." This is the most effective strategy to avoiding the spreading of rumors.

Finally, be sure to be confident and determined. Remind your subordinates that the best remedy for any crisis is the will to succeed and...work.

4 HEAD-HUNTERS

During a crisis, the head-hunters face many challenges, including:

- the decrease in company figures, resulting from a decrease in company orders (the lower number that it recruits);
- immobility and the fears of candidates, who become very difficult to "hire." For the majority of candidates, accepting a new job is entering the unknown from the known. They have a very intimidating experience where they fear jumping out of a frying pan into fire.

Furthermore, head-hunters often have to undertake impossible assignments. The rare assignments that they receive from companies often consists of looking for a rare bird.

They spend more time for you.

It is a very good time to reach out to them, meet them, and tell them about your projects so that they can discover your talents and keep you in their files...

5 STRATEGIC OVERSIGHT

During a crisis, the news is bleak or even catastrophic.

Rumors spread; absence of communication and/or the existence of bad information only makes it worse. It is very important to verify their authenticity and their validity.

Be sure to validate everything that you hear and/or read. Practice "triangulation," by verifying all strategic information in 3 different sources.

Spend 50% of additional time reading or listening.

Look for new sources to obtain information which allows you to validate or invalidate whatever you acquire.

Finally, use every means available and meet with your clients, providers, and competitors more frequently to share with them the latest news on the state of the market.



6 MENTOR / COACH

During a crisis, be sure to work with your mentor/coach to learn how to be more effective and to help your employer. Avoid focusing on the progression of your career.

During a crisis, be sure to uphold the interests of your subordinates, your colleagues, your department, your company above your personal interest.

Your priority is not to advance your career, but to make the most strategic decisions (for the mean time and long term) and to optimize your efficiency.

Finally, think about offering your services as an in-house mentor to help those who would need your help.

7 NETWORK

During a crisis, don't reduce the time that you invest in your network.

During a crisis, false news and other grave vines in the networks find a particularly fertile ground. Don't let yourself get carried away and serve as a sound-board.

Take on a realistic, yet totally optimistic attitude. Show your determination and self-confidence.

Finally, take advantage of the opportunity to get out of your comfort zone. Get into contact with people that you don't know and that could give you new and original insights on what you're going through.