

**Department of Education and
Early Childhood Development**
P.O. Box 6000
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Date: April 7, 2020
To: All school district personnel (Part II)
From: George Daley, Deputy Minister
Copies: Craig Caldwell, Assistant Deputy Minister, Educational Services
Robert Penney, Assistant Deputy Minister, Corporate Services
Subject: **Bulletin #9: Growing and leading through a crisis (COVID-19)**

I cannot acknowledge enough the professionalism and commitment of the public servants who are working tirelessly to keep their fellow New Brunswickers safe and make sure they can access essential government services during the state of emergency.

What makes this effort particularly impressive is the fact that the pandemic event and the resulting state of emergency have been very disruptive to both your work and personal lives. Working in these circumstances is particularly challenging.

We recently provided a webinar to a number of GNB executives to help them lead their organizations and teams through this pandemic. Leadership during a crisis is most effective when five key principles are observed. I want to share these with you since we are all required to lead during a crisis, whether by post, influence or example.

1. A unity of mission: an overriding objective that creates unity of purpose and is compelling enough to override standard practices as needed and eliminate bureaucratic barriers.
2. A generosity of spirit and action: groups and individuals help each other and overcome limited resources, knowledge and tools to accomplish the mission.
3. A respect for the responsibility and authority of others: staying in your lane and helping others succeed in theirs to get critical jobs done.
4. No ego: neither taking credit nor blaming others.
5. Interpersonal trust and respect.

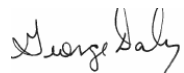
Although you may be too busy to realize it at this exact moment, by working through this state of emergency you are going through your very own intensive professional growth program.

While all organizations, GNB included, provide formal training and development, I can assure you that no program you take over the course of your career will offer you more meaningful and effective development. You may even wish to keep a diary or a journal of your experience and learnings, your personal challenges, your wins both big and small, as well as mistakes and failures, and the coaching moments you shared or witnessed.

I encourage you to share your learnings and observations with your colleagues and your organization. We are learning many valuable lessons at the moment, individually and as an organization. It will be up to us to apply those lessons as we rebuild a new, agile, solutions-focused civil service.

Keep safe and well and continue to stay informed by checking GNB's coronavirus [website](#) regularly for up to date information.

You can find additional COVID-19 related resources [here](#).

A handwritten signature in black ink that reads "George Daley". The signature is written in a cursive, flowing style.

George Daley
Deputy Minister