



Building Culture in a Crisis

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APRIL 14, 2020



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Building Engagement in a Crisis

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Agenda

Leadership Lessons from the Past

The 4 Engagement Questions You Need in a Crisis

Must Do's and How To's

After COVID-19

Highly Engaged Businesses



are 21% MORE profitable

are 22% MORE productive

have 10% BETTER customer ratings

have 50% LOWER turnover

have 48% LOWER safety incidents

have 38% LOWER absenteeism

Source: Gallup

Things You Must Accept

Employees' experiences may be very different and ever changing.

You will have to try new things, learn from them, and change now and after.

Mistakes will be made but being human is never one of them.

Make sure you take time for yourself.

Your Competition

Coronavirus: Fletcher employees feel 'stabbed in the back' by pay cuts

Covid 19 coronavirus: Price gouging during lockdown - is it fair or even legal?

Coronavirus: 67,000 job losses predicted across NZ

China is on a knife edge between recovery and another wave of coronavirus cases

Border closure locks in recession, BNZ economists say

APRIL 20, 2020

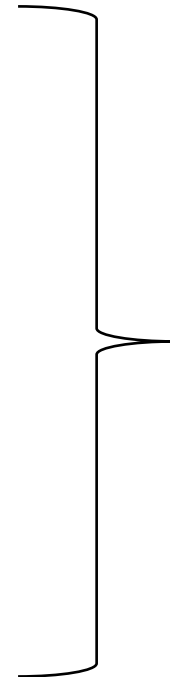
Leadership Lessons from the Past

Trust

Compassion

Stability

Hope



Rally Effect

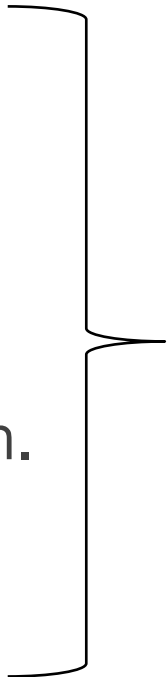
All You Need is 4 Questions

My leadership has a clear plan of action.

I feel well-prepared to do my job.

My supervisor keeps me informed of what is going on.

My organization cares about my well-being.



Strongly Agree
Agree
Neutral
Disagree
Strongly Disagree

COVID Engagement Must Do's



Be proactive and anticipate. Create frequent, candid, consistent, and personal one way and **TWO-WAY** communications.



Put health and safety at the top of the agenda.



Take employee personal challenges seriously and work to provide resources.



Give people a voice.

How to engage remote workers?

Change Performance Measures



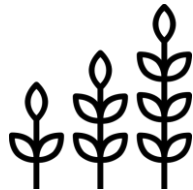
Prioritize



Celebrate wins
No matter how small



Be Realistic About
Technology



Grow Your People



Replace Informal
Communication

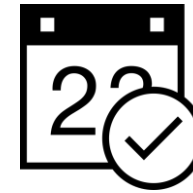


Be Open to Changing
Work Hours

How to engage in a shutdown?



Check-in on Wellbeing
Every Couple of Days



People Are Looking Ahead
Anticipate and Communicate



Communicate Status of Business
Even if Nothing Has Changed

How can managers help?

Remember
Managers Are Employees Too



Keep Them Informed
Get Their Feedback



Now Is Not The Time
To Be The Boss



Touch Base With Their
People Every 1-2 Days



Develop Their People
Brainstorm New Ideas



AFTER COVID “The New Normal”



Keep communicating and keep it 2-way.

Ask employees what they want to hear, how often they want to hear it, and how they want to hear it.

Need a No. 8 wire engagement measuring solution?
Use Gallup's Q¹² plus Google Forms/SurveyMonkey.

Perform 2 reviews within 30 days of being back

- Plus/Delta on the shutdown
- Start/Stop/Continue on what to carry forward

Resources

Online Resources

Manaaki

Mentemia

Online Articles

Survive and Thrive by John Kotter

The New Analytics of Culture
Harvard Business Review

Remote Work Pulse Survey

Option 1

On a scale of 1-5 (with 5 being the best) answer the following:

1. *Physically how are you feeling today?*
2. *Mentally how are you feeling today?*
3. *I have everything I need for successful remote work.*
4. *I understand the plans the company has put in place to deal with this situation.*
5. *The current arrangement is working for me.*
6. *I am able to communicate effectively with my team.*
7. *I feel the company is handling this situation as well as can be expected.*

Feel free to add an open text section for other comments.

Source: SoGo Surveys

Remote Work Pulse Survey

Option 2

1. How satisfied are you with your current work from home arrangement? (Scale of 1-10)
2. Do you have all the equipment you need to work from home? (Yes/No)
3. What are the TWO biggest challenges facing you while working from home?
 1. Physical Workspace
 2. To many distractions
 3. Social Isolation
 4. General Anxiety about impact of coronavirus on my life
 5. Childcare
 6. I don't have access to the tools or information I need to do my job at home
 7. Internet connectivity
 8. Keeping a regular schedule
 9. I'm sick or helping others that are sick
 10. Getting enough food
 11. Communication with coworkers is harder
 12. Other
4. What else do you need to do your job well while working remotely? (Text box)
5. What questions do you have that I can take back to our team or company leadership? (Text box)

Source: SurveyMonkey

Gallup Q¹² Questions

1. I know what is expected of me at work.
2. I have the materials and equipment I need to do my work right
3. At work, I have the opportunity to do what I do best every day.
4. In the last seven days, I have received recognition or praise for doing good work.
5. My supervisor, or someone at work, seems to care about me as a person.
6. There is someone at work who encourages my development.
7. At work, my opinions seem to count.
8. The mission or purpose of my company makes me feel my job is important.
9. My associates or fellow employees are committed to doing quality work.
10. I have a best friend at work.
11. In the last six months, someone has work has talked to me about my progress.
12. This last year, I have had opportunities at work to learn and grow.