



Leading Through the Disruption of COVID-19

FOCUSING ON WHAT YOUR
EMPLOYEES NEED RIGHT NOW

Great leaders start with understanding their *followers*.
They look up from their work and outward to their employees.

YOUR INVESTMENT IN YOUR FOLLOWERS

IS THE KEY TO YOUR

EFFECTIVENESS AS A LEADER.

EMPLOYEES LOOK TO LEADERSHIP TO PROVIDE DIRECTION

22%

of employees strongly agree that the leadership of their organization has a clear direction for the organization.

15%

of employees strongly agree that the leadership of their organization makes them enthusiastic about the future.

13%

of employees strongly agree that the leadership of their organization communicates effectively with the rest of the organization.

Right now, people are struggling to see the path *forward*.

What People Need Right Now

ACTIVITY:

- Think of a **leader** who has had a positive influence on you.
- What are the **first three words** that come to mind when you think of this person?

THE FOUR NEEDS OF FOLLOWERS

Gallup asked **10,000 people** to consider, “What leader has had the most positive influence on your daily life?” and then to write down three words that best describe what this person has contributed to their life.



01 TRUST



02 COMPASSION



03 STABILITY



04 HOPE

How Do These Needs Manifest in a Crisis?

EXAMPLE: COVID-19

- 1 My supervisor keeps me informed about what is going on.
- 2 My organization cares about my overall wellbeing.
- 3 I feel well prepared to do my job.
- 4 My leadership has a clear plan of action.

TRUST

COMPASSION

STABILITY

HOPE

Our Path Today: The Four Needs of Followers

TRUST



COMPASSION



STABILITY



HOPE



Trust

TRUST

COMPASSION

STABILITY

HOPE



Trusted Leaders Positively Influence Employees' Perceptions

- Overall, 39% of employees strongly agree that if they raised a concern about ethics or integrity, their employer would do what is right. That **figure jumps to 61%** among those who are extremely satisfied with their immediate manager.
- Engagement increases **sixfold** when employees trust their organization's leadership.
- Employees who trust their leaders are **twice as likely** to say they will be with their company one year from now.

Globally, we can do better

How do *you* build trust today?

Trust

When people spoke about leaders building trust, they commonly used three words:

- 1 HONESTY
- 2 INTEGRITY
- 3 RESPECT

- **High-performing teams rarely discuss trust.** They don't need to — they live it every day. Low-performing teams frequently talk about trust.
- **Leaders build trust mostly through their actions** — by doing what is right, with heart.
- Leaders also build trust when **they're candid about difficult news** and their own flaws.

HOW CAN I, AS A LEADER,
GET PEOPLE TO TRUST ME?

When you *choose to trust others*,
people will trust you.

How Do You Choose to Trust Someone?

1 Lead at Your Level

Leaders often lead at a level or two below where they should.

- Avoid holding on to things that others should be trusted to do.

2 Focused, Frequent and Transparent Conversations

- Don't depreciate the power of brief and informal conversations.
- Cultivate shared accountability through dialogue.
- Make your team members your business partners.



Ask Questions That Build a Trusting Relationship

- When you feel **most trusted**, what is happening to make you feel that way?
- What do I **currently do** as a leader that I should have you take more responsibility for, or completely own?
- How **often** should we meet to have conversations about what you are working on, and how can I **support** you?
- When faced with a complex problem, what is the **best way** for me to **offer support** that helps us build trust with one another?

Compassion

TRUST
COMPASSION
STABILITY
HOPE

Compassion

ACTIVITY:

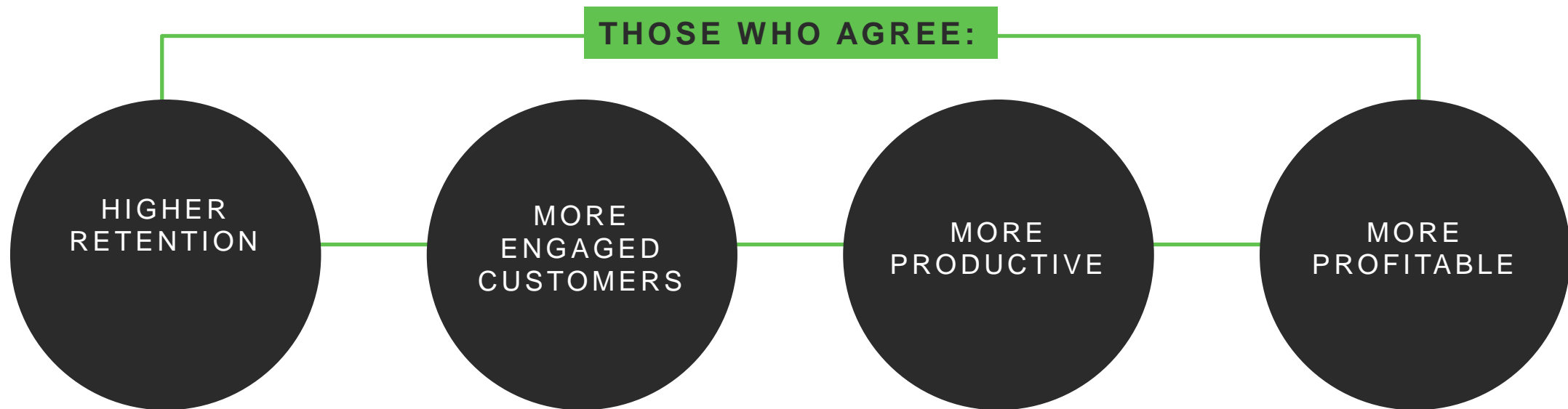
- Think of a time when you were the **recipient** of compassion. How did it make you feel?
- Share **one word** that describes how the compassionate response made you feel.

WHAT IS COMPASSION?

- Compassion is a **feeling**.
- It is defined as the emotional response when perceiving suffering and involves an authentic desire to **help alleviate that suffering**.
- **Caring, friendship, happiness and love** were other frequently mentioned words people used when asked what leaders contributed to their lives.

Compassion Drives Business Outcomes

“My supervisor, or someone at work, seems to *care about me* as a person.”



Why Is Showing Compassion So Important *Now*?

People are experiencing **grief**:

DENIAL

ANGER

BARGAINING

SADNESS

ACCEPTANCE

Source: *On Death and Dying*. Kübler-Ross, E., 1969.

What Can *You* Do to Show Compassion?

NOTICE



Listen!

FEEL



**Reflect Back
Ask Questions**

RESPOND



Take Action

TRUST

COMPASSION

STABILITY

HOPE

Source: Compassion in organizational life. Kanov et al., *American Behavioral Scientist*, (47)6, 2002.

Ask Questions That Build Compassion

- Beyond work, what is **important** to you, and why?
- What do you **feel good about** in your life and work?
- What is **worrying** you about your life and work?
- When you succeed, what is the best way for me to **recognize** your efforts?

Stability

TRUST

COMPASSION

STABILITY

HOPE

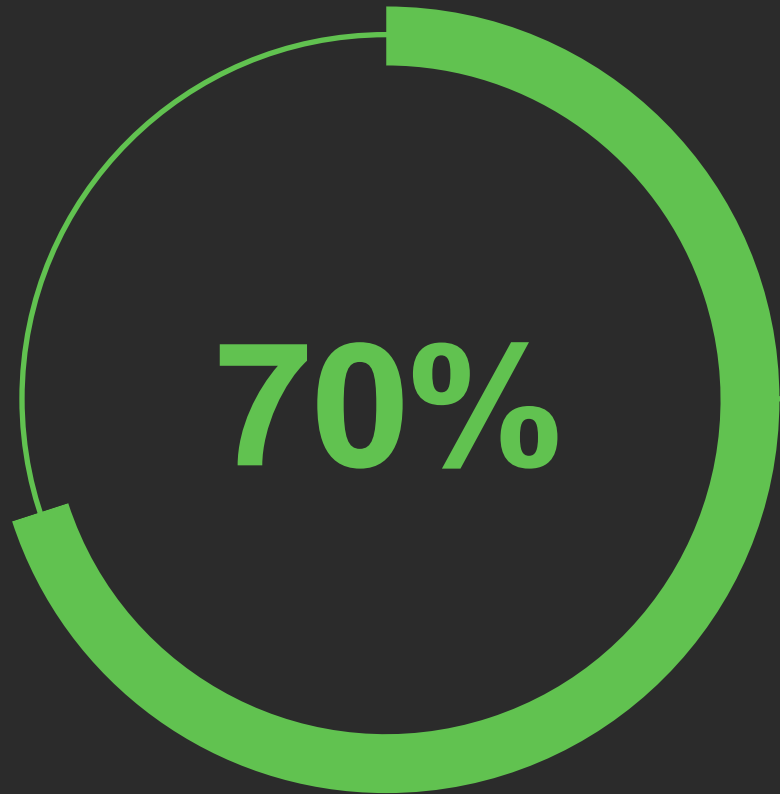
STABILITY

Amid a Storm



In the most uncertain times, employees look to their *manager* to create stability.

Employees need a manager *they can count on* in volatile times.



70%

MANAGERS

Managers account for 70% of the variation in team employee *engagement*.

Stability

A PREREQUISITE OF STABILITY?

The importance of maintaining calm ...
especially when others are not calm.

TRUST

COMPASSION

STABILITY

HOPE

Focus on Managing Your *Own* Negative Emotions

What **anchors** make you feel stable?

What am I feeling?

Why am I feeling this?

What is true?

What is important?

What do I do next?

To establish stability, get a clear understanding of the *big picture*, harmonize your *values* with those of your organization, and leverage both *your strengths* and the *strengths of others* to move forward on the mission.

TRUST

COMPASSION

STABILITY

HOPE

Great leaders calmly balance
candor and hope
in the midst of the storm.

Ask Questions That Build Stability

- What do you feel are your most important **priorities**?
- What are you **most clear about** regarding your responsibilities at work?
- What are you **least clear about** regarding your responsibilities at work?
- When you consider our partnership, where are we **more stable**? Where are we **less stable**?

Hope

TRUST

COMPASSION

STABILITY

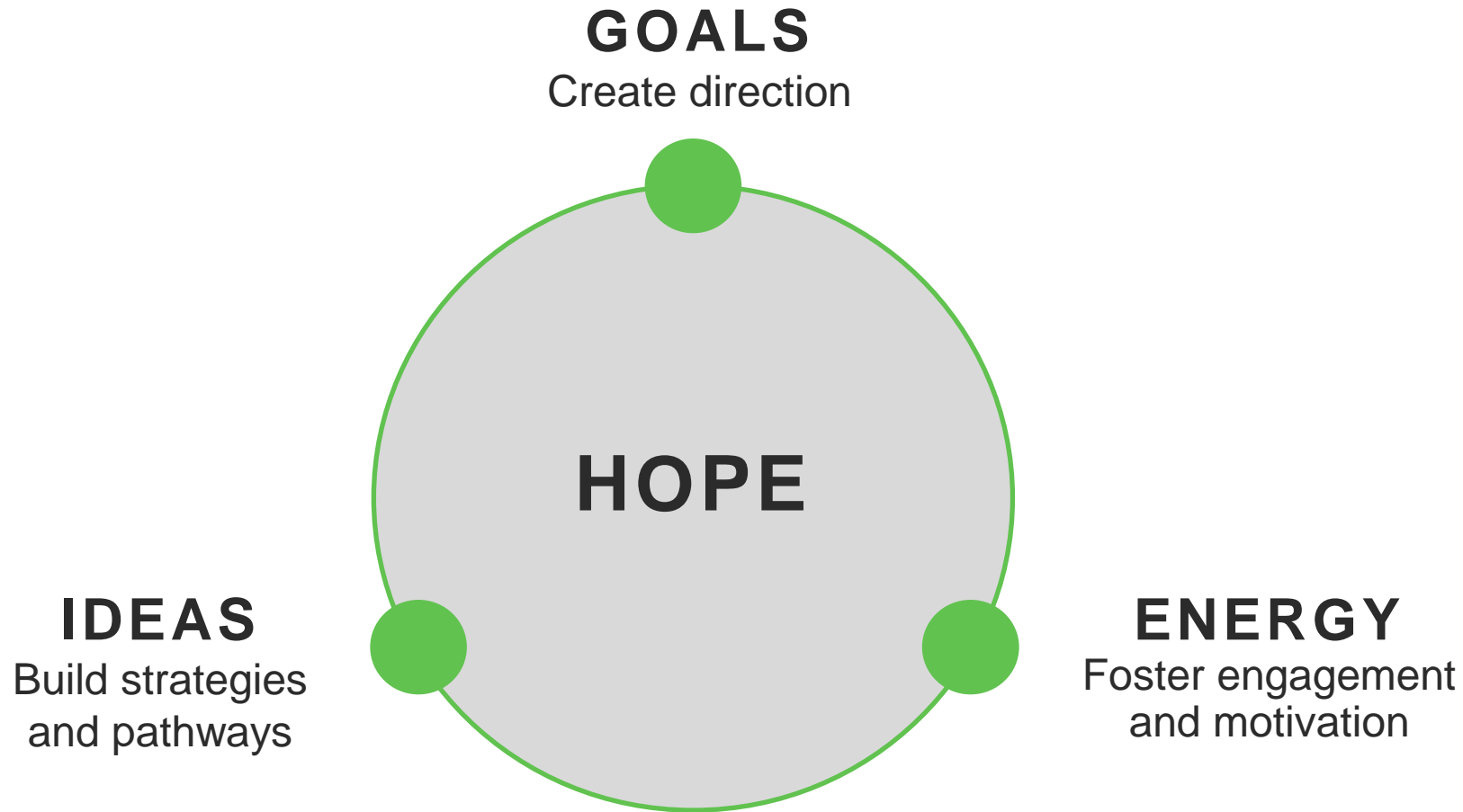
HOPE

“[*Hope* is] the belief that the future will be better than the present, along with the belief that *you* have the power to make it so.”

— DR. SHANE LOPEZ, AUTHOR OF *MAKING HOPE HAPPEN*

How Do *We* Create Hope?

Hope happens when you have ideas and energy to achieve future goals.



A woman with dark hair, wearing a grey blazer over a white top, is sitting at a desk in an office. She is looking at a laptop screen and smiling. On the desk, there is a white coffee cup, a notebook, and some papers. The background is a bright office space with large windows.

“THE MORE YOU DO WHAT YOU DO BEST,
THE MORE **HOPEFUL** YOU ARE.”

— DON CLIFTON

TRUST

COMPASSION

STABILITY

HOPE

Let's put things into *perspective*.

What are the most *pervasive narratives*
in your organization right now?

The trick is not to *provide* hope.

You must *create* hope through
meaningful conversations.

Ask Questions That Build a Hopeful Future

- What gives you hope **right now**?
- What are you **unsure about** in the future regarding work, and how could I help you feel **more confident** about it?
- What would you like to be **doing differently** in the next year that would play to your **strengths**?
- How does your work connect to the **mission or purpose** of our organization?

The Results: Followers' Needs

TRUST



1:2

COMPASSION



**Retention
Profit
Customer**

STABILITY



9x

HOPE



1%

What Can You Do?

TRUST



Speak the truth and explain how the decision was made.

COMPASSION



Acknowledge the emotional impact.

STABILITY



Absorb the emotional reactions with calm.

HOPE



Elevate how this will help create the future.

Which of the *four needs* of followers
do you need to focus on?

What's *one action item you will commit*
to working on with your team?

A man with dark hair and a beard, wearing a blue button-down shirt, is sitting at a wooden desk. He is smiling and talking on a mobile phone held to his ear with his left hand. In front of him is a laptop, which is slightly out of focus. The background is a blurred office or meeting space with warm lighting. A green vertical bar is on the left side of the slide.

Questions & Discussion

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Lead at Your Level

When an employee could make the decision but you make it instead, you don't just miss a chance to create trust — you also erode that employee's trust in you.

NO EQUIFINALITY:

Both the goal and the means are prescribed

Example:

administering standard, complex procedures



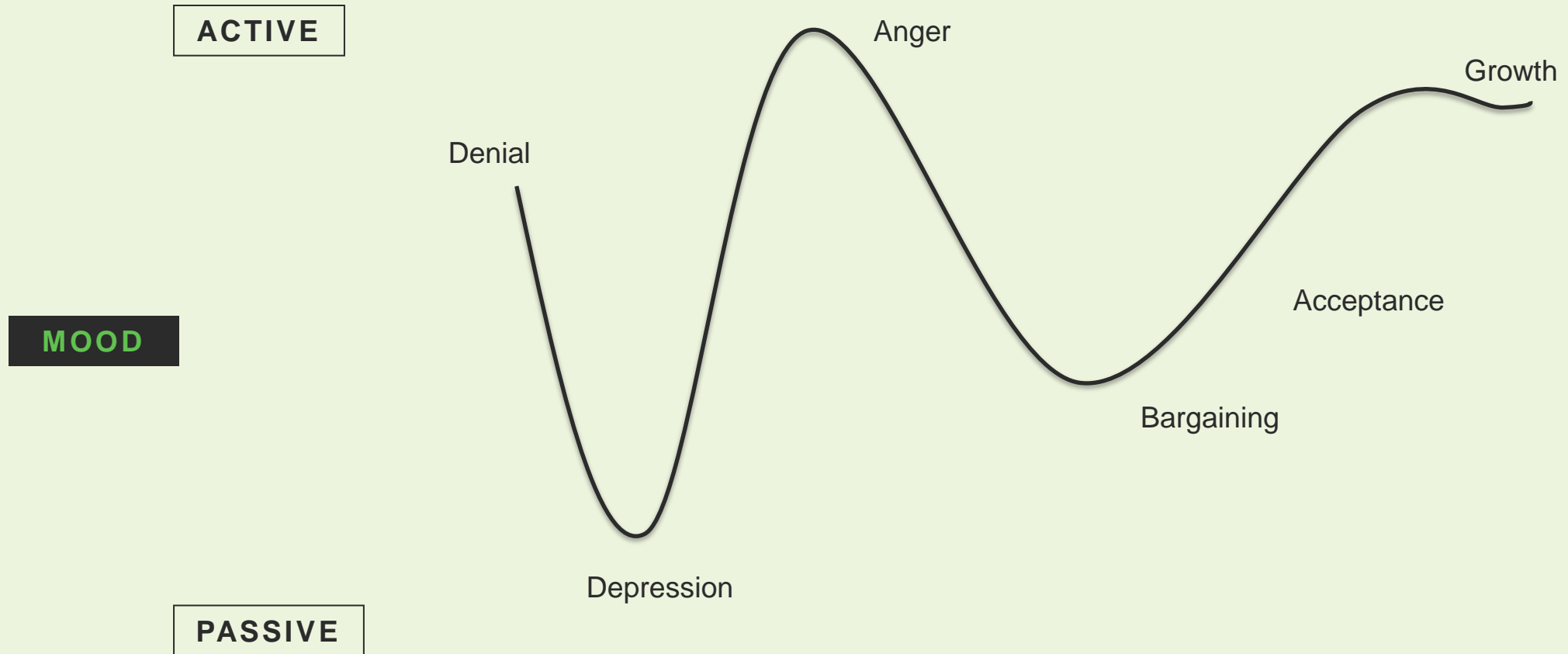
PURE EQUIFINALITY:

Only the goal is given; no means are prescribed

Example:

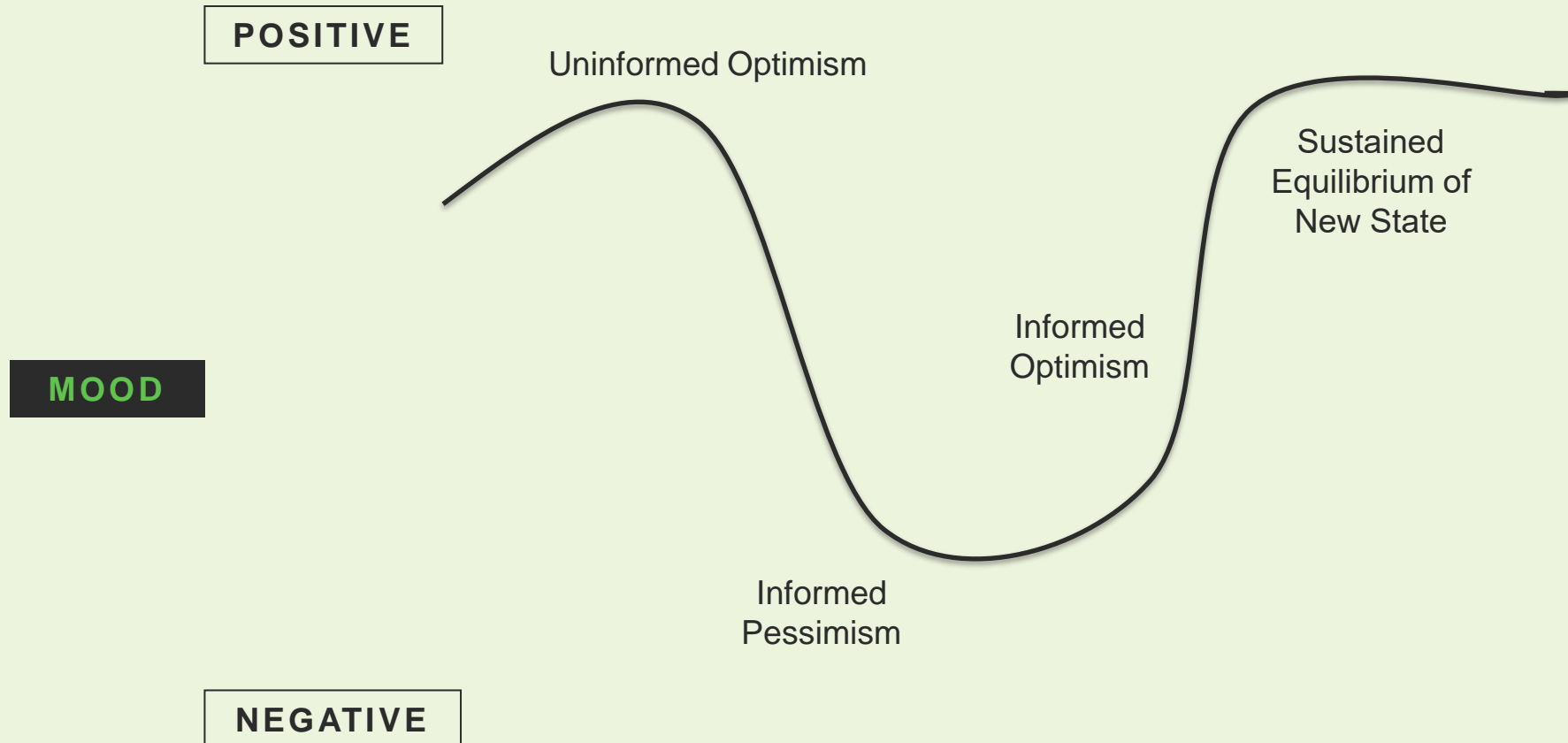
building relationships

Stages of Individual Struggling



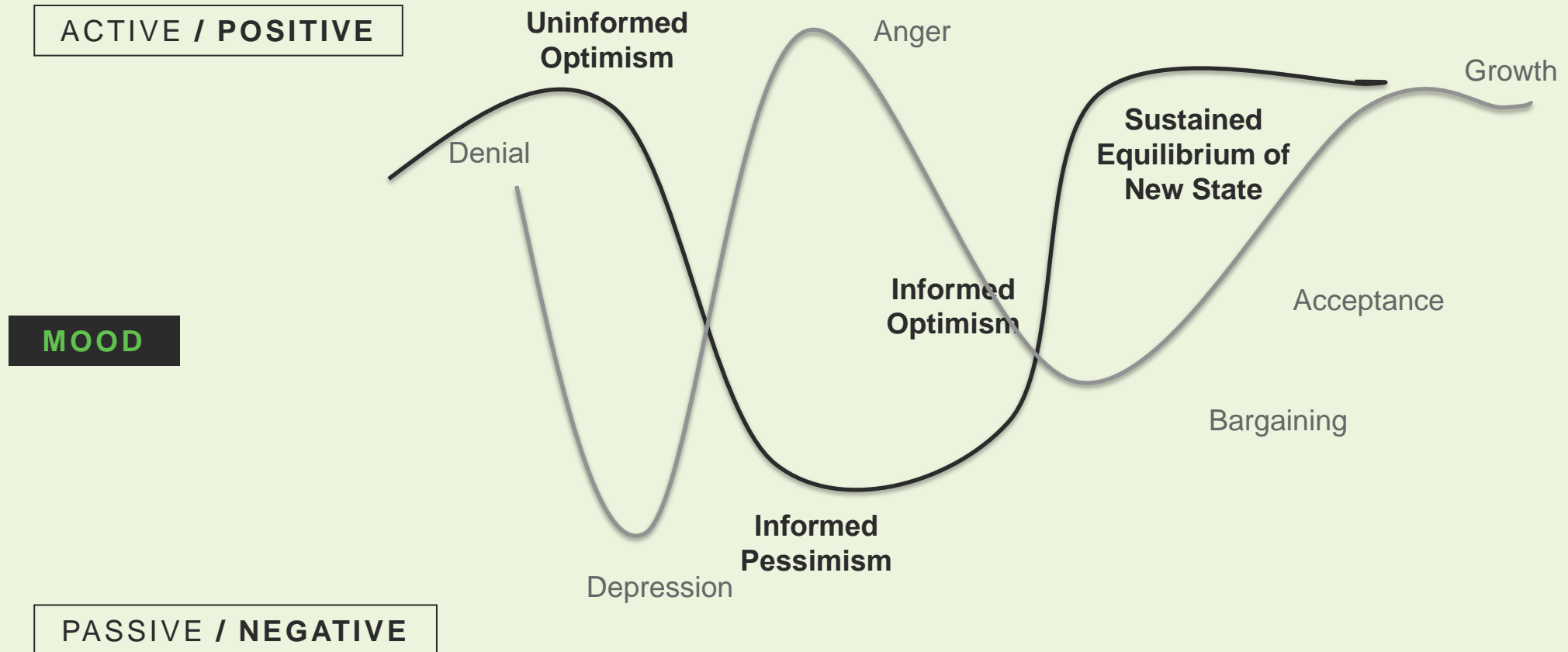
Source: *On Death and Dying*. Kübler-Ross, E., 1969.

Stages of Reaction to Organizational Change



Source: Daryl Conner Framework for Understanding Resistance

The Leader's Role: Managing Disequilibrium



Goals/Re-Goaling

- ✓ Circumstances have changed.
- ✓ Accept the change.
- ✓ Re-evaluate what is possible now.



Energy

- ✓ Have frequent check-ins.
- ✓ Are followers' needs being met?
- ✓ Seek to understand what is challenging them in the moment.



Ideas



Discuss how work is being done in the new environment.



Explore how employees can work differently to provide value.

