



FOCUSING ON BASIC NEEDS IN TIMES OF DISRUPTION

Data confirms that in times of disruption and uncertainty, organizations need to start by fulfilling employees' basic needs:

1

SET CLEAR EXPECTATIONS: It's more important than ever to clarify what the expectations are, even if they haven't changed. Don't assume people will just keep doing business as usual.

2

PROVIDE THE NECESSARY MATERIALS & EQUIPMENT: More than anything your employees need to be heard. Don't be afraid of this conversation. Not having it is worse than not being able to give your people everything they may feel they need.

3

GIVE PEOPLE THE OPPORTUNITY TO DO WHAT THEY DO BEST: Despite the uncertainty, there are constants that can be relied upon to help you navigate the situation. Your strengths and talent are constants to be leveraged. Where your employees are strongest is where they will be able to offer the most value to the organization



Set Clear **EXPECTATIONS**

To Drive **Productivity**

Be an accountability partner. If there is no follow-up, people can feel the task isn't important and abandon it.

Priorities have shifted. Discuss with your team to make sure they understand which tasks are being prioritized and why.

Meet with team members weekly during times of high stress even if only for a quick touch base to realign expectations.

Communication should be two-way. Ask about what they need to deliver on their expectations and what barriers you can help remove.

Always include the "why" behind shifting priorities. Help them understand how it effects the overall mission of the organization.

Provide the necessary **MATERIALS & EQUIPMENT**

To Reduce Unnecessary **Stress**

There are many small things individuals will need that can reduce materials and equipment stress. Find the quick wins.

Help your employees think through what objectives they are unable to meet based on the materials & equipment needed. Brainstorm new ways to accomplish based on current [IT] situation.

Perhaps it's not a matter of their ability to accomplish something, but how long it will take them with their current materials. Discuss if timelines can be adjusted to help manage client/org expectations. If not, are there others on the team who can assist to meet current deadlines?

Understand the individual. One person's needs will be different from another's based on their preferred way of working. Don't make assumptions based on your own preferences or others on the team.

While discussing their needs, include a conversation about all the needs of the organization right now. Make them a part of the bigger goals.

Give people the opportunity to do what they **DO BEST**

To Increase Individual **Performance & Efficiency**

Spend time discussing with your team members where they feel they do their best work and how to utilize that for what the organization and your team specifically need right now.

If an associate was great at something that isn't part of business as usual right now – how can you use this talent in a different way? How can you channel that talent into something that is an immediate need?

Don't work in silos. Leader-to-leader communication is critical to maximize talent in an agile environment.

- Use individual strengths to identify individuals and compose cross-functional teams for specific Covid-19 tasks.
- Pull in team members from other departments as needed. Does someone in another area have a talent (possibly from a previous role) that is needed on another team?

Focus on your best. Ensure their talent is being utilized and they feel their contribution is being maximized to get your company through this time of change.

Encourage innovative ideas. What are your associates' thoughts on how to best get work done in the current environment? Discuss in the context of the larger mission of the organization so as they develop ideas, they feel connected to the larger purpose.

