

MAINTAINING ENGAGEMENT AND RESILIENCE THROUGHOUT COVID-19

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Your Presenter

Anthony Gibbs, CEO

A photograph of a man with short grey hair and a beard, smiling broadly. He is holding a young girl with long blonde hair in a yellow dress and a young boy with blonde hair in a blue t-shirt and dark pants. They are standing in a doorway, looking out towards a bright, green outdoor area. A decorative line of blue and green dots arches from the left side of the image, passing over the family. On the left wall, a brown hat and a white bag are hanging.

**To change the lives
of individuals and
organisations for the
better, every day.**

MAINTAINING ENGAGEMENT AND RESILIENCE

Throughout COVID-19



47%

believe we'll feel the impacts for another 12-18 months or until a vaccine is found

50%

believe things will never be the same

2%

believe the impacts won't last beyond Christmas

1%

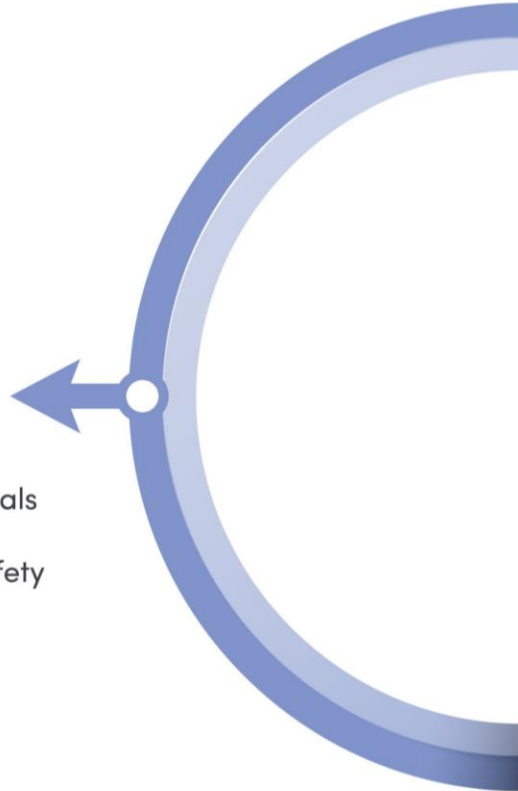
believe things will be back to normal before we know it

A NEW NORMAL?
HOW MUCH LONGER WILL
WE CONTINUE TO FEEL
THE WORKPLACE
IMPACTS OF COVID-19?



76%

76% of safety professionals
report that stress is
impacting employee safety
in the workplace...





AGENDA

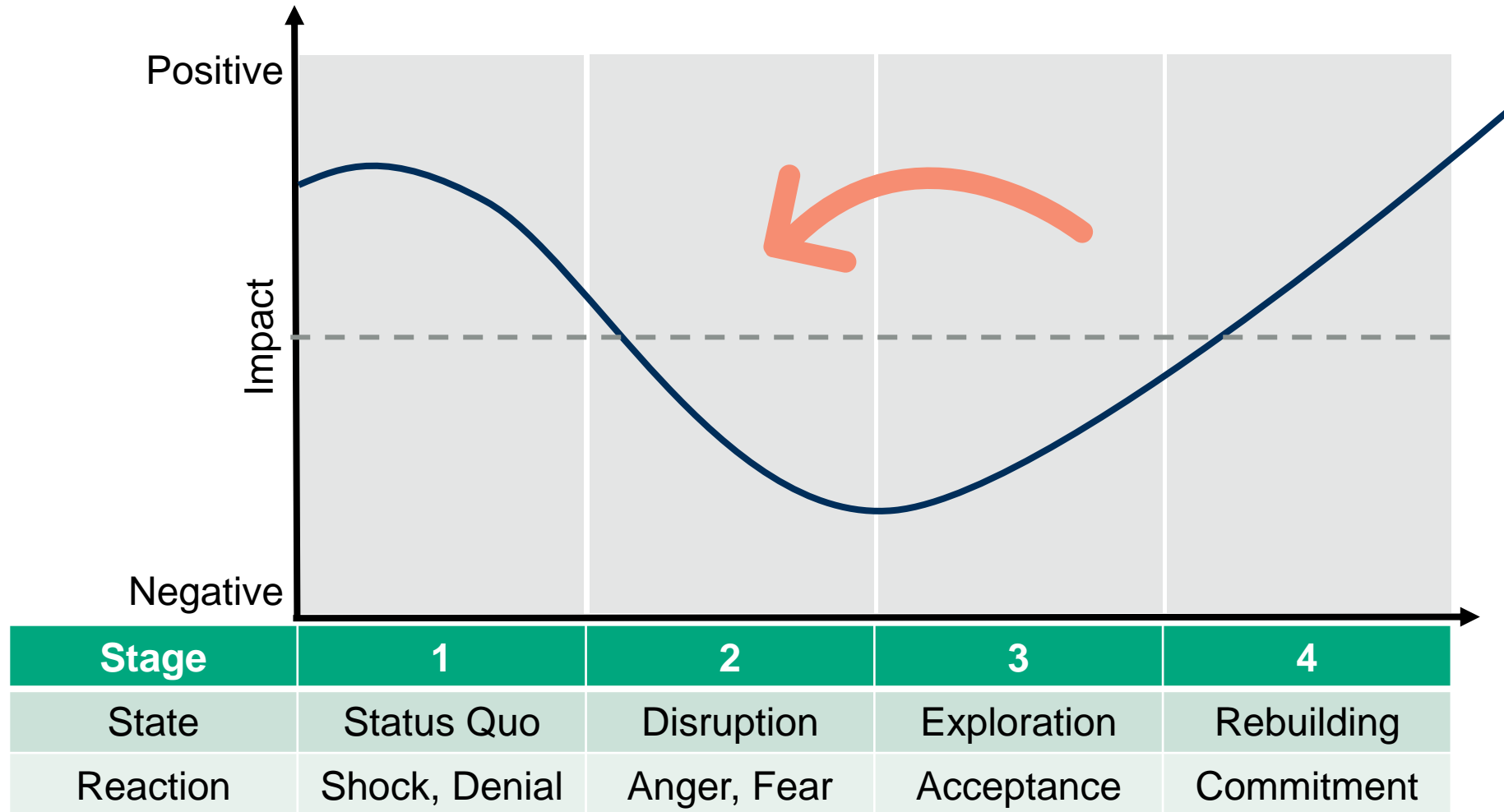
- 1 HOW THE PANDEMIC IS AFFECTING ENGAGEMENT
- 2 LEADERSHIP THAT DRIVES RESILIENCE AND ENGAGEMENT
- 3 SELF-MANAGING YOUR OWN RESILIENCE
- 4 FUTURE-PROOFING YOUR LEADERSHIP FOR THE 'NEW NORMAL' OF WORK

HOW THE PANDEMIC IS AFFECTING ENGAGEMENT

2020 - THE CALM BEFORE THE STORM...



THE COVID ROLLERCOASTER



Adaptation of the Kubler-Ross Change Curve



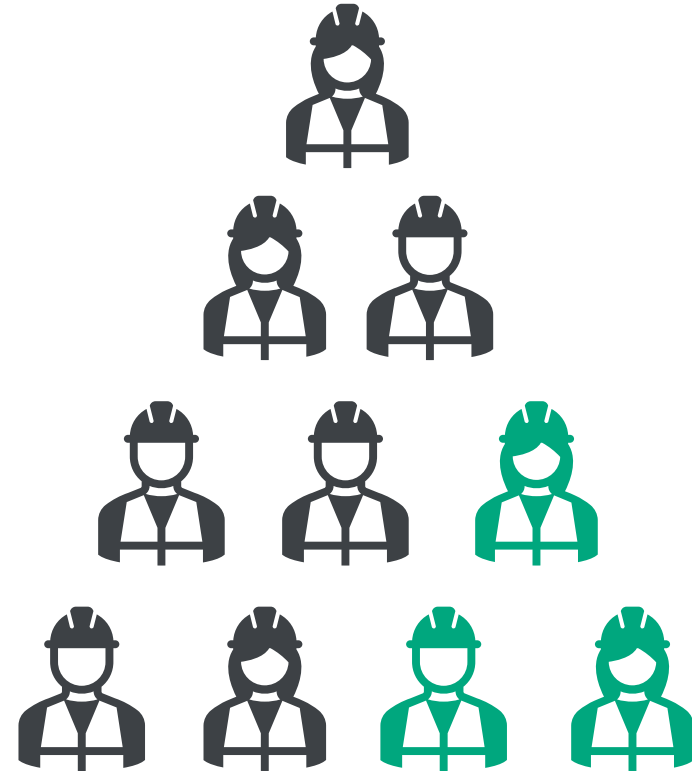
Unfortunately, the **burnout** numbers we have been seeing have been **steadily rising** since May 2020 and are likely to have a massive negative impact on businesses. Our research suggests that unless organisations take a proactive approach, **productivity is projected to decrease in 2021.**

DR SAHAR YOUSEF, COGNITIVE NEUROSCIENTIST, UC BERKELEY

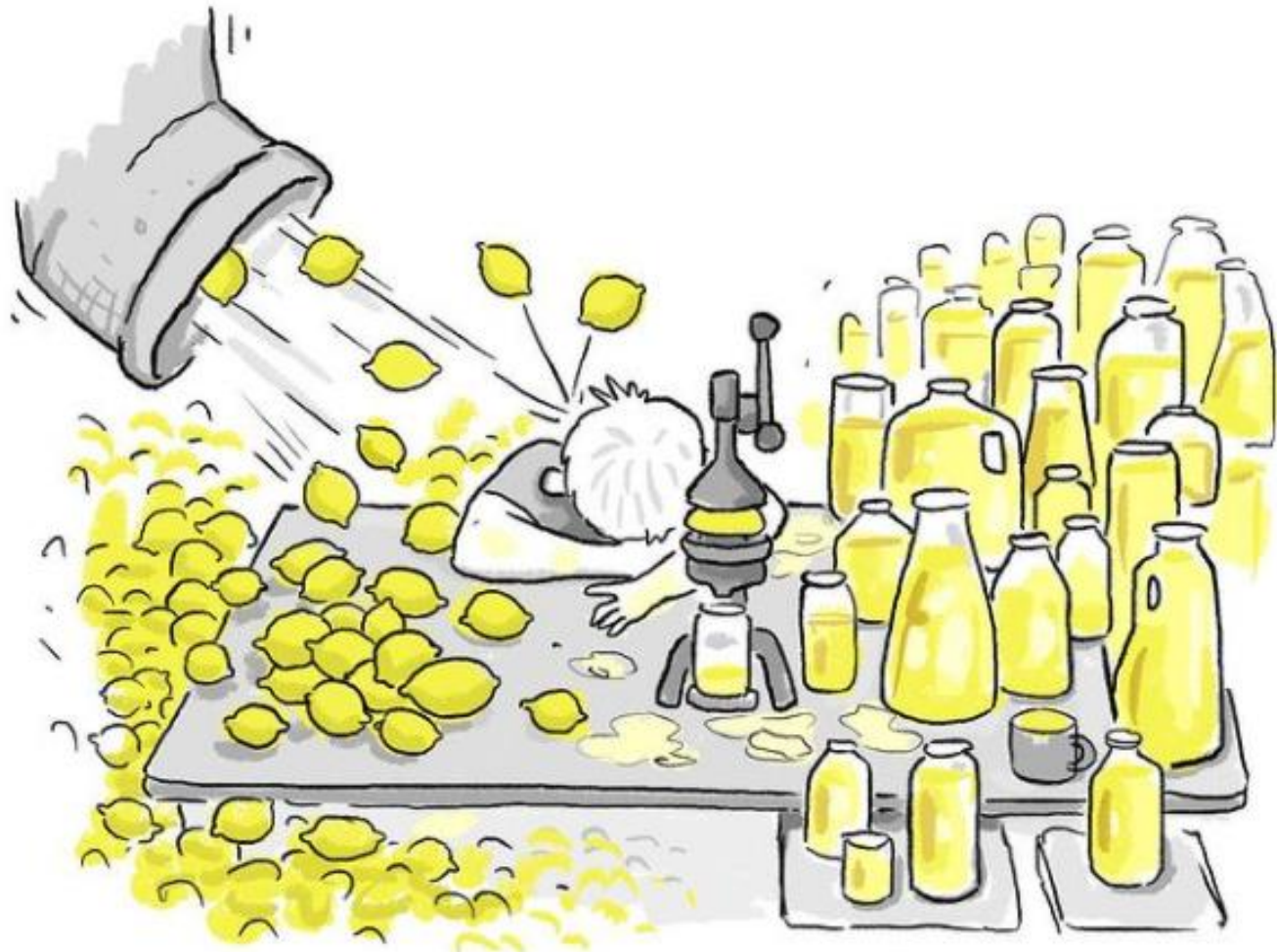
THE IMPACT ON MENTAL HEALTH IN 2022

“**7** in **10** employees are struggling or suffering, rather than thriving”

– GALLUP 2021



NO. MORE. LEMONS. PLEASE.

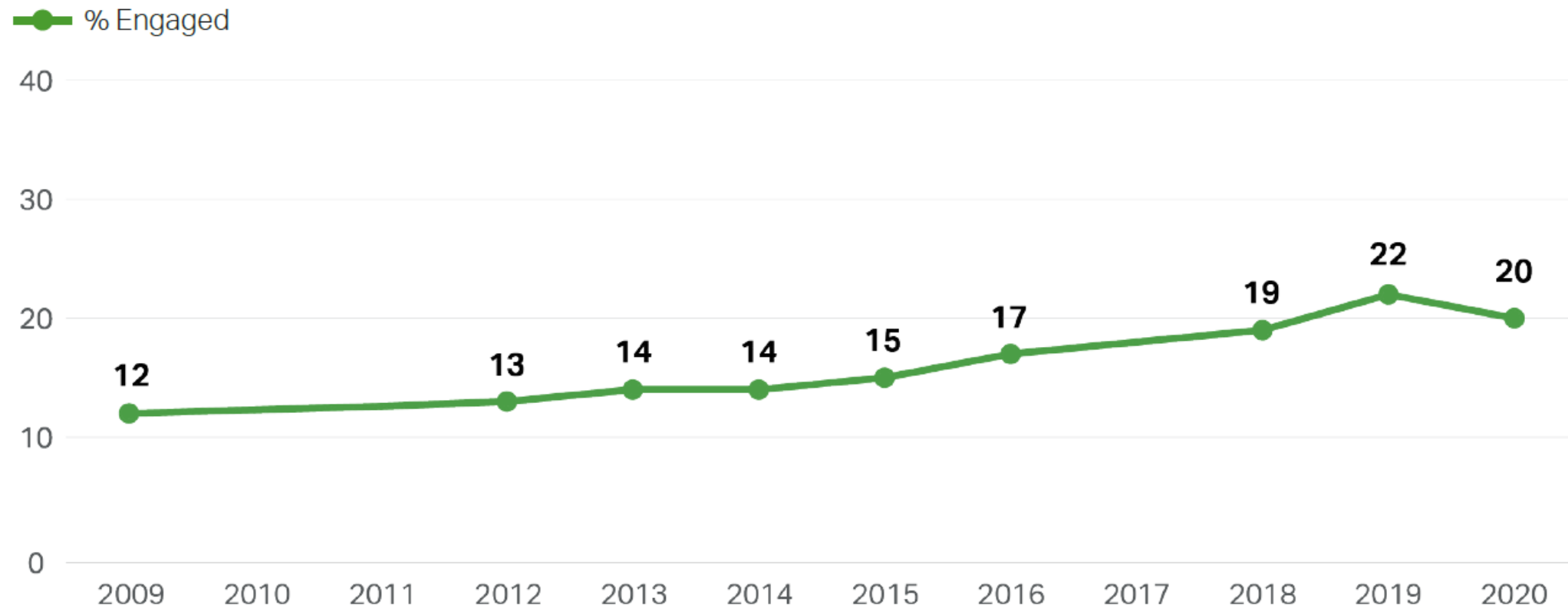


WILL SANTINO


THE DOMINO EFFECT...



GLOBAL EMPLOYEE ENGAGEMENT TREND



SOURCE: GALLUP: STATE OF THE GLOBAL WORKPLACE 2021 REPORT

A blurred photograph of a modern office hallway with people walking. A large blue circle with a green dotted border is overlaid on the left side of the image.

**With an attrition
rate of 30% or more
in most industries,
people are talking
with their feet.**

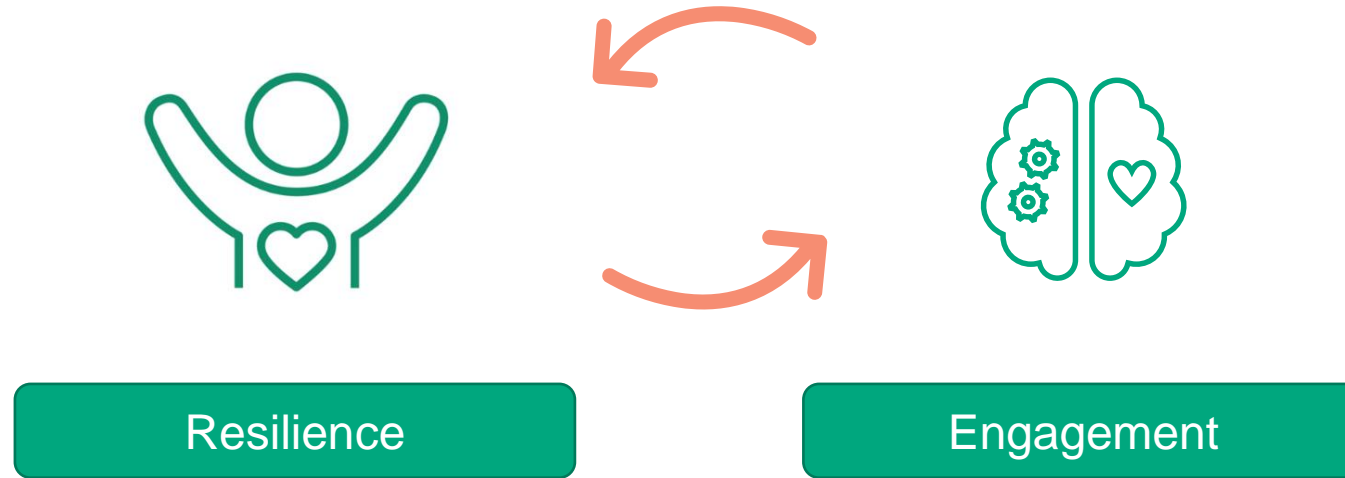
WHAT IS THE LONG-TERM IMPACT?

Turnover → Resourcing issues → Increased Pressure → Client Impacts



LEADERSHIP THAT DRIVES RESILIENCE AND ENGAGEMENT

WHY SHOULD THIS BE OUR FOCUS?





EFFICIENCY

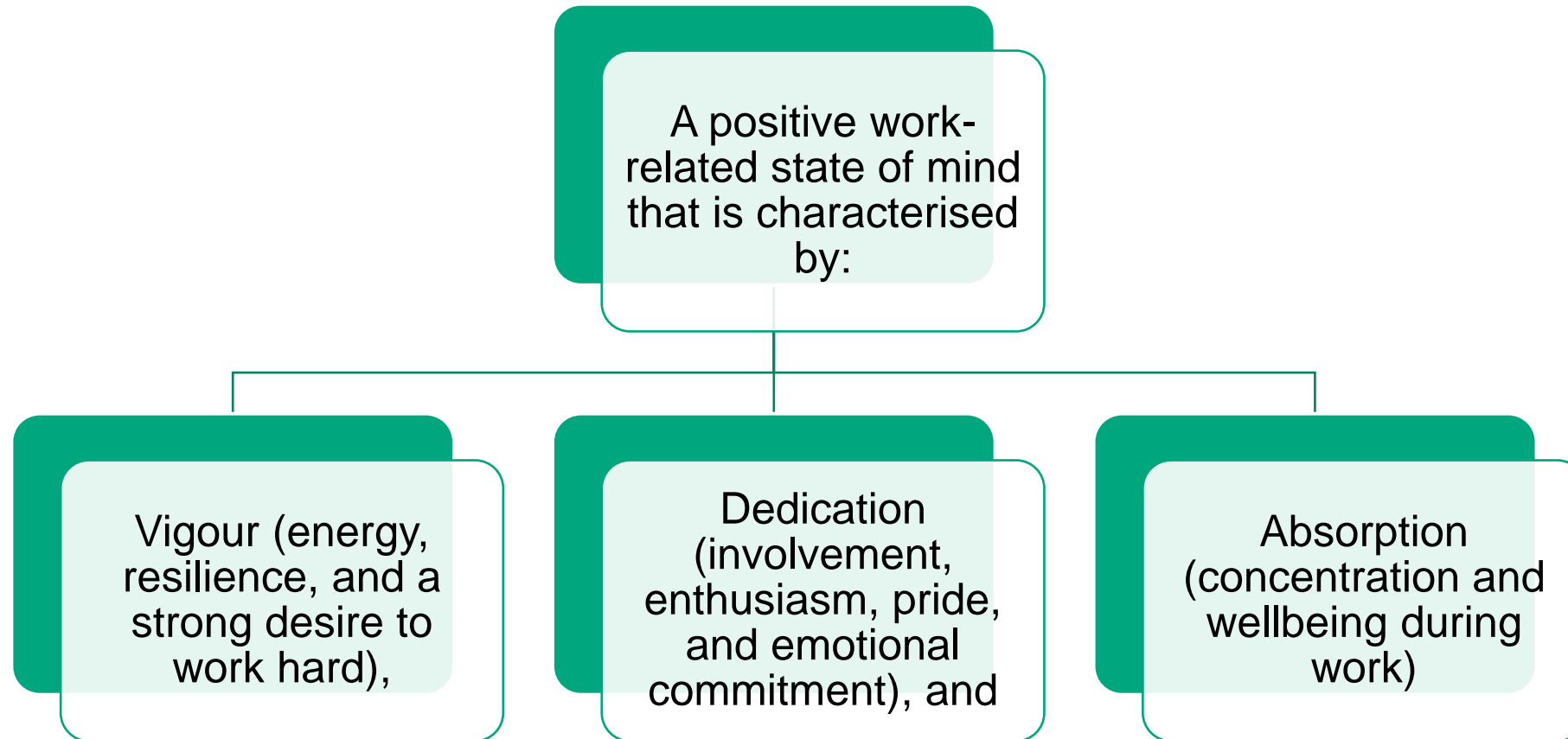


PRODUCTIVITY

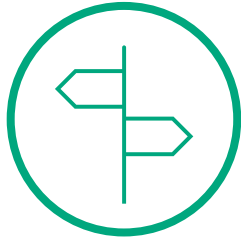


ORGANISATIONAL
PERFORMANCE

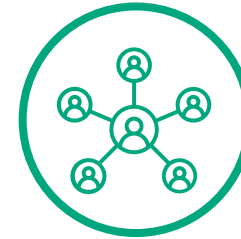
WHAT IS ENGAGEMENT?



PSYCHOLOGICAL NEEDS FOR ENGAGEMENT



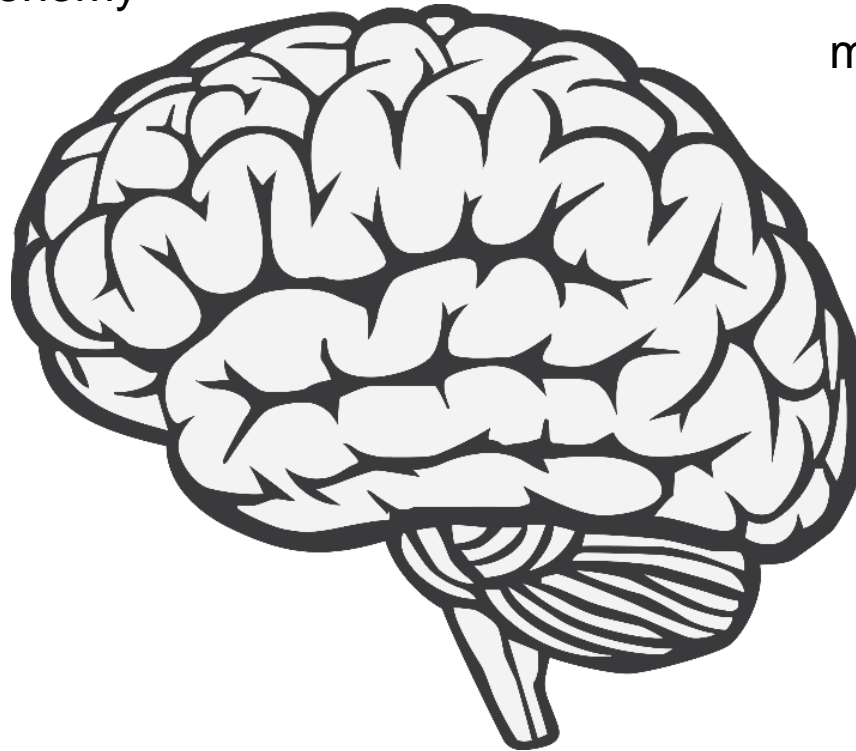
Choice & autonomy



Connection &
meaningful relationships



Safety & security



Recognition & feeling
valued

(SAFETY) LEADERSHIP AS A LEVER



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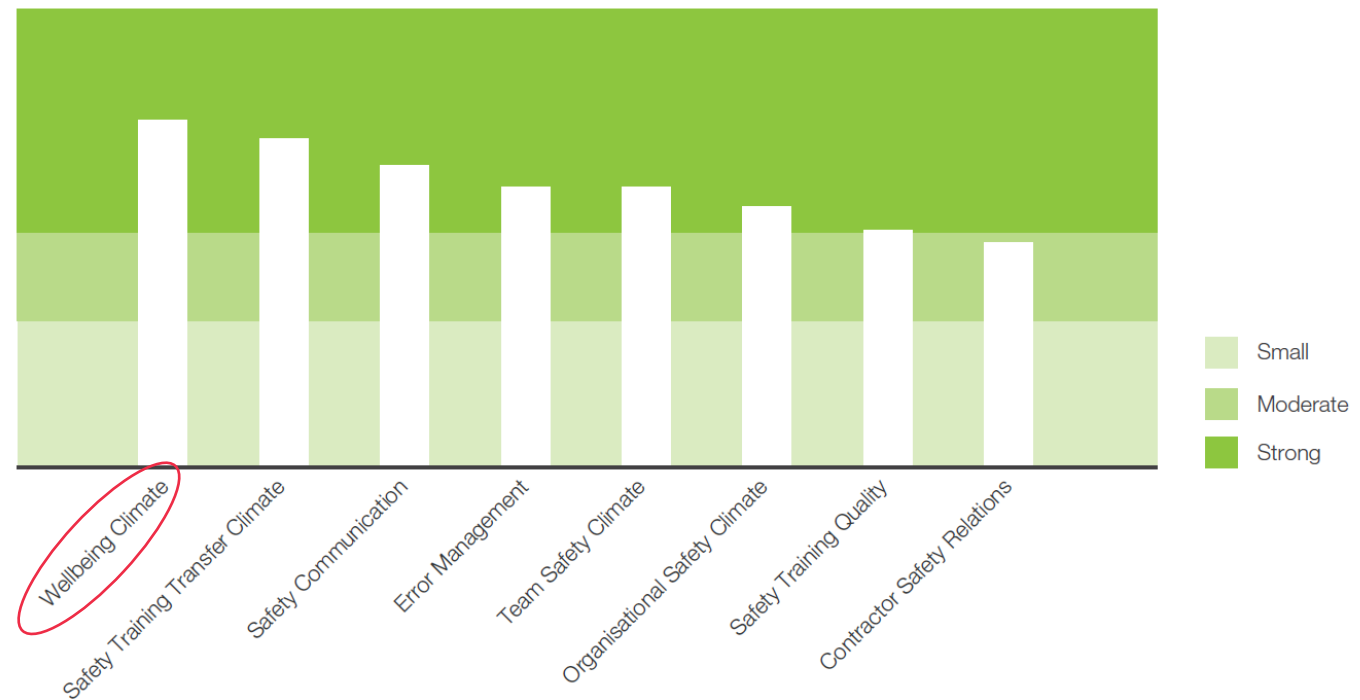


FIGURE 6. STRENGTH OF RELATIONSHIP BETWEEN SAFETY LEADERSHIP AND SAFETY CLIMATE INDICATORS

(SAFETY) LEADERSHIP AS A LEVER



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Perceptions of leader AND
organisational commitment to
wellbeing

LEADER ACTIONS

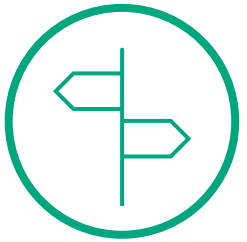


Safety & security

Encourage trust in leadership

- Communicate frequently and transparently about strategy and decisions.
- Consider the 'optics'. How does the course of action look to others in the business? People need to believe decisions are fair and just in order to feel safe and protected.
- Be more human – vulnerability, honesty, and owning up to the fact that we don't have all the answers builds trust.

LEADER ACTIONS



Choice & autonomy

Consider what people want

- The game has changed. People have different expectations around flexible work and the ability to work from home now.
- Having an entirely remote team can damage connection and culture. Set up two-way expectations around contact time at the office.
- Pay and remuneration is one factor effecting engagement, but the other is career development. Knowing what future opportunities your team members want will help you to work with them on that and keep them engaged.

LEADER ACTIONS



Connection &
meaningful relationships

Create a culture of Care

- Take a ‘supportive management’ approach.
- Weave wellbeing into your everyday conversations. Have frequent check ins Wellbeing must become a natural and expected part of “how we do things around here.”
- Look for opportunities to facilitate team connections, and encourage everyone (not just leaders) to take ownership for building and maintaining positive relationships.

LEADER ACTIONS



Recognition & feeling
valued

Give people meaning and purpose

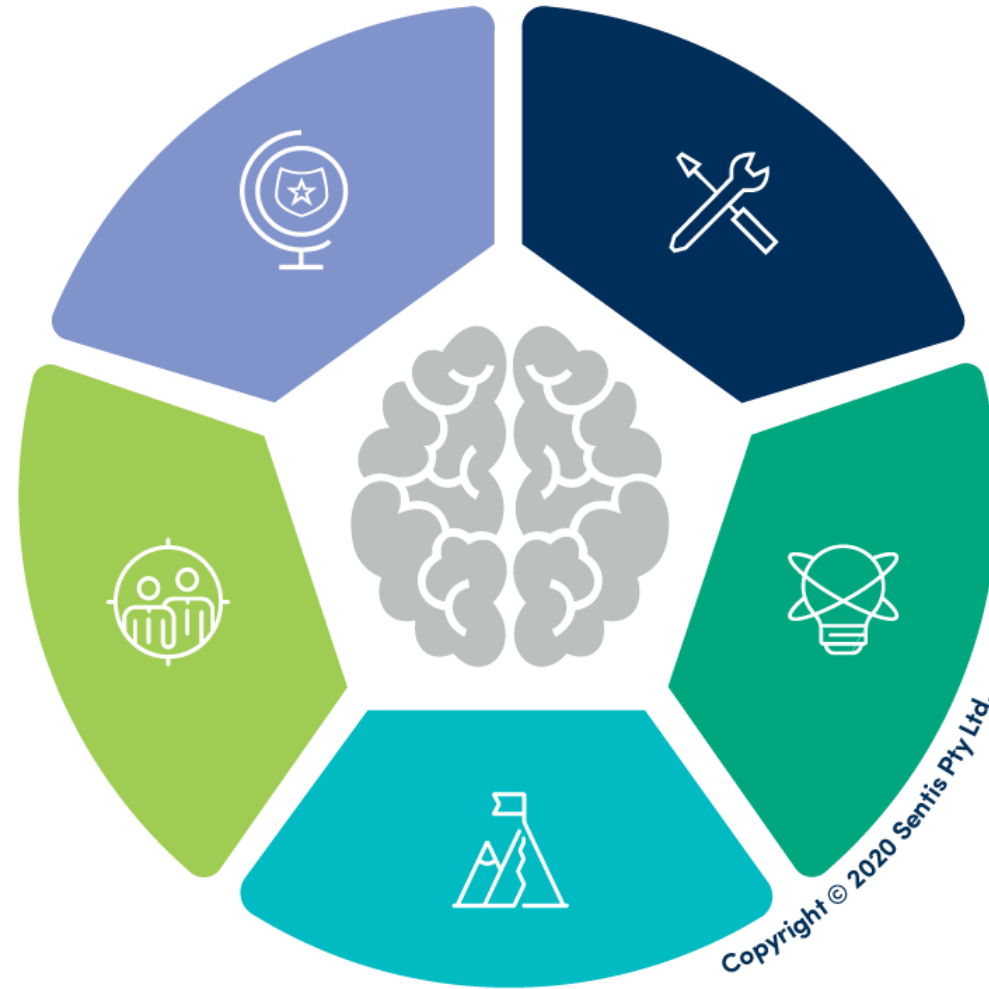
- Remote and isolated working can disconnect people from the bigger picture. Ensure team members can see the value of their work.
- Give intentional recognition to ensure people feel their hard work is seen and valued.
- Beware of getting into a habit of 'unintentional recognition' – i.e., recognising burnout behaviours! (Thank you for doing so much overtime and picking up the slack while we've been short staffed)

SELF-MANAGING YOUR OWN RESILIENCE AS A LEADER

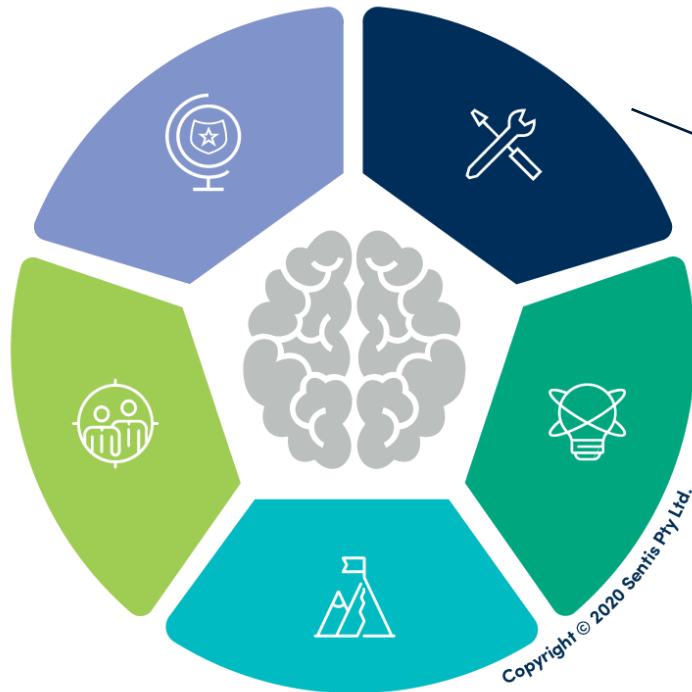


THE FIVE PRACTICES OF RESILIENCE

How are you
role-modelling
wellbeing and
resilience
behaviours for
your team?



THE FIVE PRACTICES OF RESILIENCE

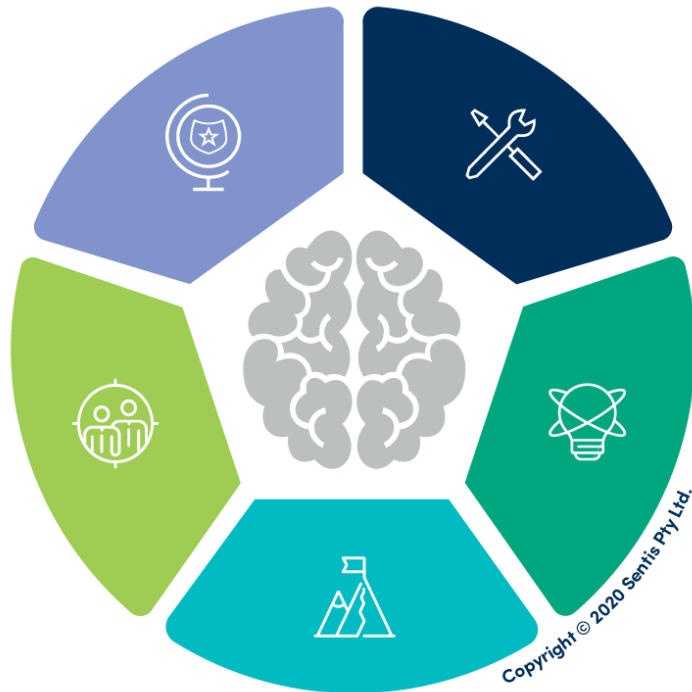


ACTIVE AND ENGAGED

Practicing health and wellbeing behaviours that build endurance and promote mental and emotional recovery.

- Exercise
- Nutrition
- Sleep
- Breathing

THE FIVE PRACTICES OF RESILIENCE



OPTIMISTIC AND SOLUTION-FOCUSED

Practicing cognitive flexibility strategies that promote an emotional capacity for resilience.

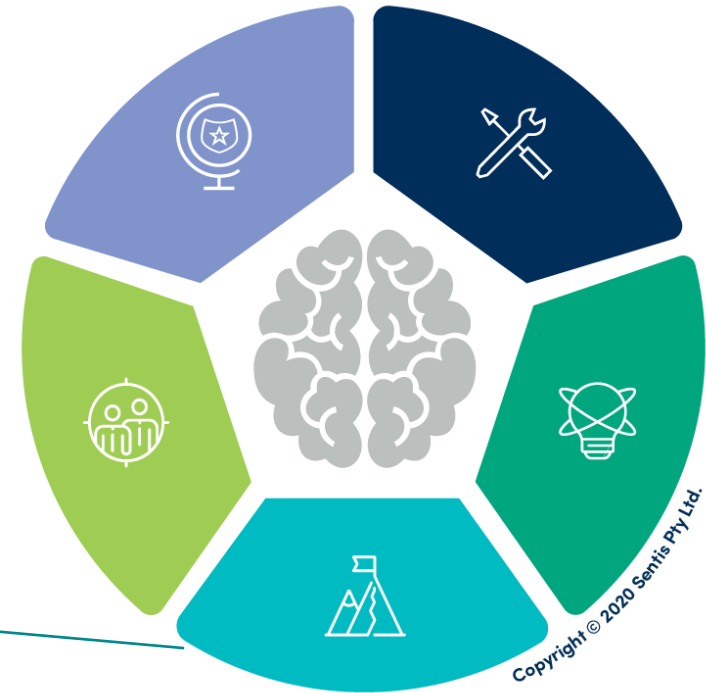
- Keeping an Internal Locus of Control
- Hunting the good stuff
- Reframing

THE FIVE PRACTICES OF RESILIENCE

LIVING WITH PURPOSE

Practicing the pursuit of meaningful goals that accentuate one's strengths and values.

- Goal setting
- Growth mindset
- Strengths

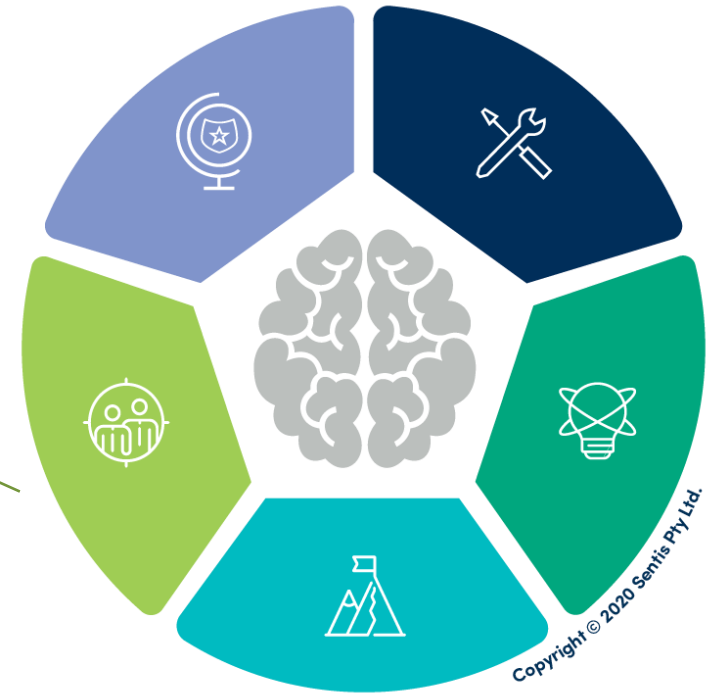


THE FIVE PRACTICES OF RESILIENCE

CONNECTED AND AWARE

Practicing self-awareness and social intelligence to build positive relationships and a sense of acceptance and belonging.

- Investing in your relationships
- Regulating your emotions
- Giving and receiving support

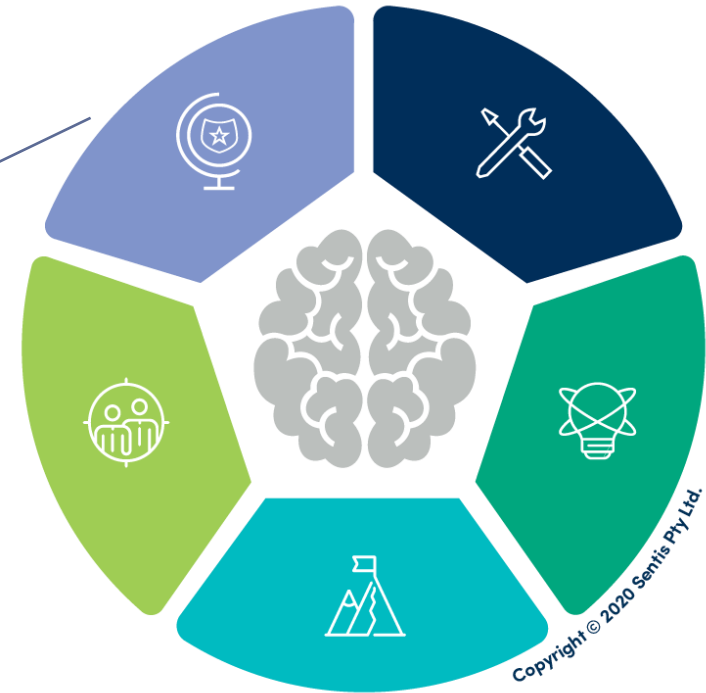


THE FIVE PRACTICES OF RESILIENCE

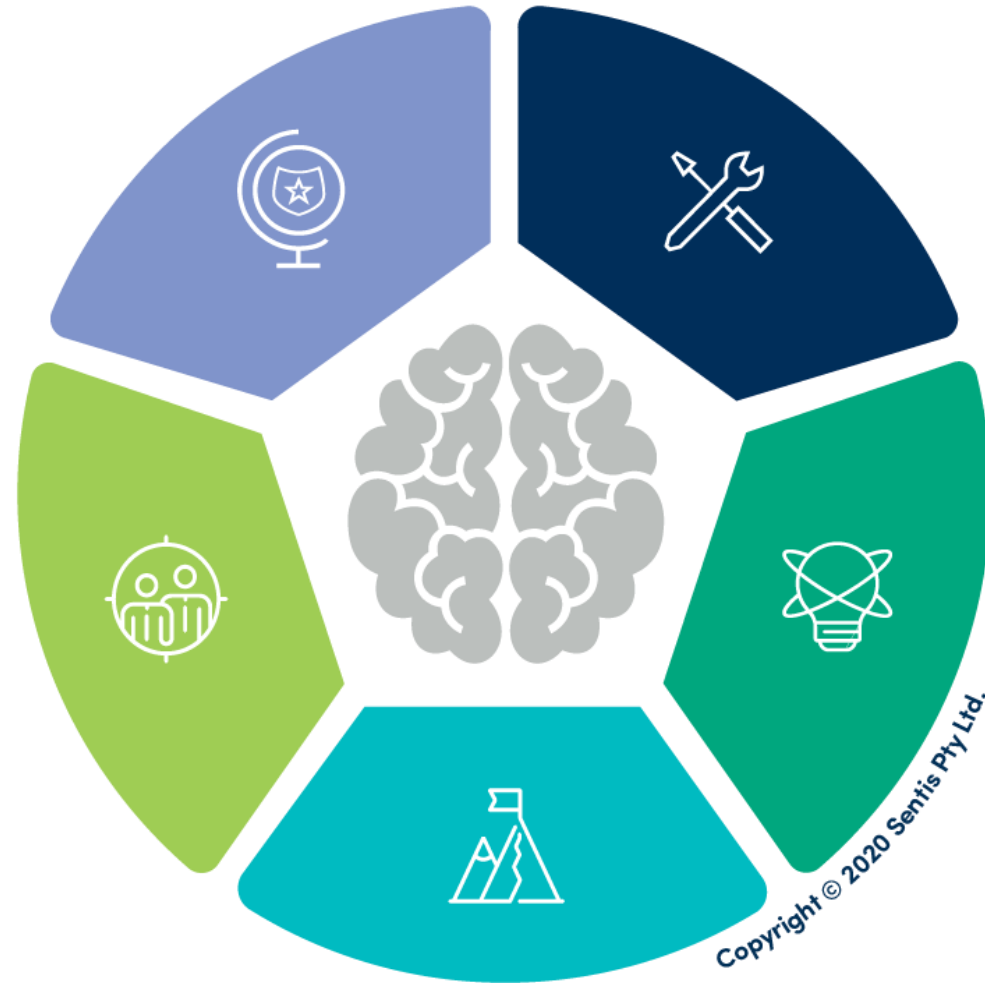
SOCIAL CITIZEN

Practicing kindness and contribution to foster community connectedness

- Investing in your PB5
- Living your values
- Acts of kindness and social contribution



THE FIVE PRACTICES OF RESILIENCE



**E-PROOFING
LEADERSHIP
THE 'NEW'
OF WORK**

The image features a person in a blue shirt holding a tablet. Overlaid on the image are various digital data visualizations, including a line graph with a green dotted line, a bar chart with blue and red bars, a pie chart with a red slice, and a bar chart with values 20100, 10500, 51800, 70000, and 85100. The text 'E-PROOFING LEADERSHIP THE 'NEW' OF WORK' is prominently displayed on the left.

WHERE ARE THE OPPORTUNITIES?

- Letting go of the expectation things will go back to normal, and accepting the culture might not be the same
- Experimenting with new work rhythms to find what works
- High turnover lends the opportunity to set a new culture
- Creating agile plans and multi-skilled agile employees
- Creating a solid culture initiative to increase engagement and reduce turnover

DISCOVER MORE

Resilience Program



Would you like more information
on Sentis' Resilience program?



Express your interest

WEBINAR OFFER

Building Resilience Toolkit Complimentary



Would you like early access to Sentis' Building Resilience toolkit?



Express your interest

Get in touch

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