



# MANAGING WITH EMPATHY

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*This training is done on 4/17/2020. Any statistics that are read or information given may have changed with our rapidly shifting environment.*

# WHAT IS...?

- Lost loved ones
- Lost social support networks
- Lost our professional identities
- Lost our sense of structure and order
- Lost our activities by which we define ourselves
  - Social activism and volunteerism
  - Exercise and self-care
  - Spiritual practices and cultural activities

# LEADERS

- Where do you want your teams to be in a month?
  - Six months?
  - A year?
  - Five years?



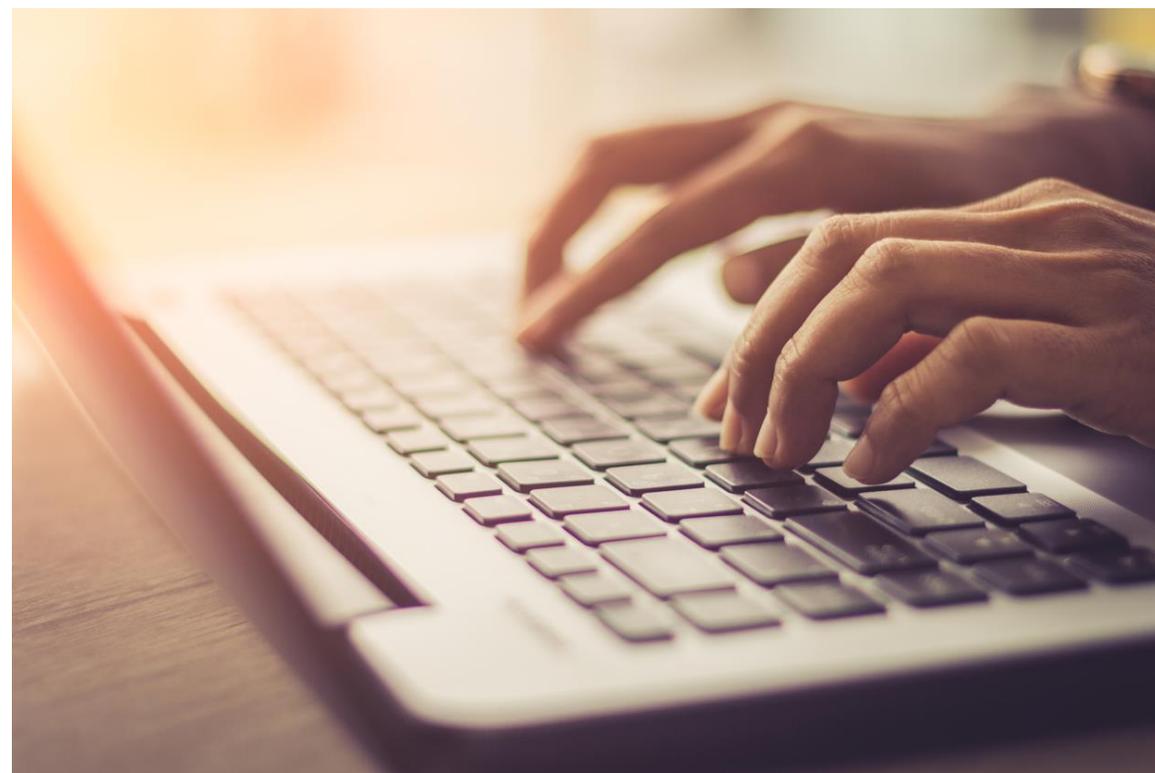
# GOAL OF TODAY

- Help leaders remove barriers to create a strong a mentally healthy workforce



# WORKING FROM HOME

- Telecommuter study:
  - 35% said mental health had deteriorated
  - 51% said mental health stayed the same
  - 14% said mental health improved
- 41% said it was difficult to separate work from home
- 40% weren't able to get enough exercise
- 40% had difficulty communicating with co-workers



# MAIN POINTS

- Empathy
- Inclusivity
- Motivation



# EMPATHY

- Empathy for leaders
  - Understand unique circumstances
  - Emotional contagion
  - Signs that someone isn't coping well
  - Business as usual – sort of
    - Measure productivity and collaborate
    - Provide feedback



# INCLUSIVITY

- Technology
  - Slack: Group chat and notifications
  - Yammer: enterprise social network
  - Microsoft Teams: chat, video and file storage
  - GroupMe: Group chat
  - Monday.com: team collaboration software
  - WhatsApp: VoIP and messaging
  - Zoom, Skype, Google Hangouts, WebEx, GoTo Meeting



# INCLUSIVITY

- Meetings
  - Connection
  - Prepare for meetings in advance
  - Start meetings by checking in
  - Post-meeting communication
  - One-on-one meetings



# INCLUSIVITY

- Communication
  - Teams
  - Organization
- Responsiveness



# MOTIVATION

- 2010-2015 study of 200,000 work-from-home workers
- Identified areas that negative motivation resulted in reduced productivity
  - Positive Motivators
    1. Play: motivated to do the work itself
    2. Purpose: direct outcome of the work fits your identity
    3. Potential: direct outcome of the work benefits your identity
  - Negative Motivators
    1. Emotional pressure: external force threatens your identity
    2. Economic pressure: external force makes you work
    3. Inertia: Motive is removed from work and your identity

## Employees Who Work Remotely Are Less Motivated

In measuring motivation, employees who worked remotely were less motivated, and those who had no choice about it were the least motivated of all.



# MOTIVATION

- What can leaders do?
  - Experiment and solve problems that matter
  - Resist making work purely tactical
    - Avoid strict processes, rules and procedures



# MOTIVATION

- Remote team schedule
  - **Monday:** Hold a performance cycle meeting for the team that covers the following.
    - What impact did we have last week and what did we learn?
    - What commitments do we have this week? Who is on point for each?
    - How can we help each other with this week's commitments?
    - What are the areas where we should experiment to improve performance this week?
    - What experiments will we run, and who is on point for each?
  - **Tuesday-Thursday:** Have at least one individual meeting with each of your team members.
  - **Friday:** Focus on reflection.



# MOTIVATION

- Support: build mental health, improve productivity and reduce stress
  - With kids
  - Flex time
  - Check in
  - Resources





QUESTIONS?

# REFERENCES

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