



LIGHTHOUSE

Support for managers



September 2021



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EAP Helpline



E-MAIL EAP

NEW REALITY, NEW PRACTICES, NEW HABITS

How did the pandemic lead to increased employee productivity in some companies?

According to a McKinsey & Company survey involving 100 executive managers, it was small connections that contributed to increased productivity during the pandemic. A summary of the survey results was posted on 17 May 2021 on www.mckinsey.com.

Effective, productivity-enhancing communication between colleagues (for example, discussing a project, sharing ideas, networking, mentoring and coaching) is related to „increased short conversations”.

To maintain or even increase productivity due to hybrid work introduced in many organizations, managers should ensure opportunities for **short interactions** within the team (or between teams). Supporting the idea of **mini-communication** requires changing the habits of leaders. Virtual space is about time and tools, not office space.

Remote management is different from managing employees who are physically on premises – some subtleties may be more difficult to spot. A good response to this challenge is training and developing remote management skills. As there still isn't enough written on the subject, and the pandemic situation is dynamically affecting the needs of all parties, it is imperative to search for good practices on your own and share them with others.

The McKinsey & Company report also suggests that leaders need even more psychoeducation about the positive and negative effects they have (or may have) on employees, and about giving and receiving feedback.

The challenge for managers, and hence for organizations, can be coping with the loss of empathy that often accompanies authority building and enforcing results, as it has become even more important in the current context of uncertainty, fatigue, and general tension.

Questions to ponder:

1. Has there been an increase in small connections on your team after switching to remote or hybrid work? How can you tell?
2. Have you ever thought about how you can be exerting negative influence on the team? What can you do about it? How can you prevent it?
3. If so, how do you develop empathy as a leader? How does your empathy change in times of stress, uncertainty and pressure?

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