MARKALIN

Efficient Communication

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Leadership means taking advantage of harsh times and challenges and making them work for you. In business the most important thing are **people, employees.**
"A company is nothing more than a human project that brings people together around some brilliant dream that encourages them to show their talents, and benefit those to whom their work is intended." Robin Sharma

Current situation: COVID-19 crisis

Organizations were forced overnight into perhaps the most significant social experiment of the future of work (remote work, social distancing, establishing structured work processes, a completely new way of "modus operandi").

The question shouldn't be: **When will this crisis be over?**

BUT **How am I/are WE going to grow from it? When the crisis is over, Do I come out better or bitter?**

> **Key lesson:** understanding, reacting to, and learning lessons from these challenging times.

Biggest challenges of remote work for employees:

1. Lack of face-to-face supervision.
2. Lack of access to information.
3. Social isolation.
4. Distractions at home.
5. Lack of structured work processes.
6. Rapid digital transformation overnight.
7. Separated physically from their colleagues.
8. Many workers are doing tasks they never could have imaged a few weeks ago.
9. Rapid digital transformation overnight.

How to talk to your team during the crisis?

People are freaking out and wondering, 'What does this mean for my company, my job, and my future?'"

- Your role as a manager is to "project confidence and strength" (be honest and transparent),
- Articulate a sense of possibility and hope,
- Be "the person your workers turn to". This is the ultimate test of your leadership and an opportunity for you to show your employees what you're made of,
- Communicate early and often,
- Be humble and admit what you don't know.
- Prepare a strategy for how and when you will communicate with your team about the situation as it's evolving (weekly, monthly plan),
- Don't sugar-coat. You may be tempted to gloss over news that won't be well received,
- Seek to inspire (rise to the occasion of the moment. "Affirm the capabilities of your team")
- Offer support.

Communication

Key point regarding communication:

- Clear, open, transparent communication
- Share the pain and challenges,
- Consider crowdsourcing ideas with employees,
- Have "Ice in the belly" (keep your cool in a critical situation),
- Always double check, if everything is clear to the team,
- Clear goals and tasks for your existing work, projects,
- Time is on your side (more time for 1on1s),
- The smaller the company, group, or team, the fewer opportunities for miscommunication.

Use your organization's various synchronous interactions like video conferencing, real time chat or asynchronous interactions like newsgroups and mailing lists, and group calendars.

Instead of forcing your employees to second-guess what might be in store for them, be clear with them about the situation and what goals you will prioritize.
Hiding bad news is virtually a reflex in most organizations, but thoughtful leaders recognize that speaking up early and truthfully is a vital strategy in a fast-moving crisis.

Motivation

If you want your teams to be engaged in their work, you have to make their work engaging. The most powerful way to do this is to give people the opportunity to experiment and solve problems on their own and be creative. This will empower, motivate and make employees more productive.

Three positive motivators that often lead to increased work performance:

- *Play* the motive that most boosts performance (play is when you are motivated by the work itself. You work because you enjoy it),
- **Purpose** is when the direct outcome of the work fits your identity. You work because you value the work's impact,
- *Potential* is when the outcome of the work benefits your identity. In other words, the work enhances your potential.

Hold a reflection huddle with your team once a week, where each person answers three questions directed at encouraging and motivation:

1. Play: What did I learn this week?
2. Purpose: What impact did I have this week?
3. Potential: What do I want to learn next week?