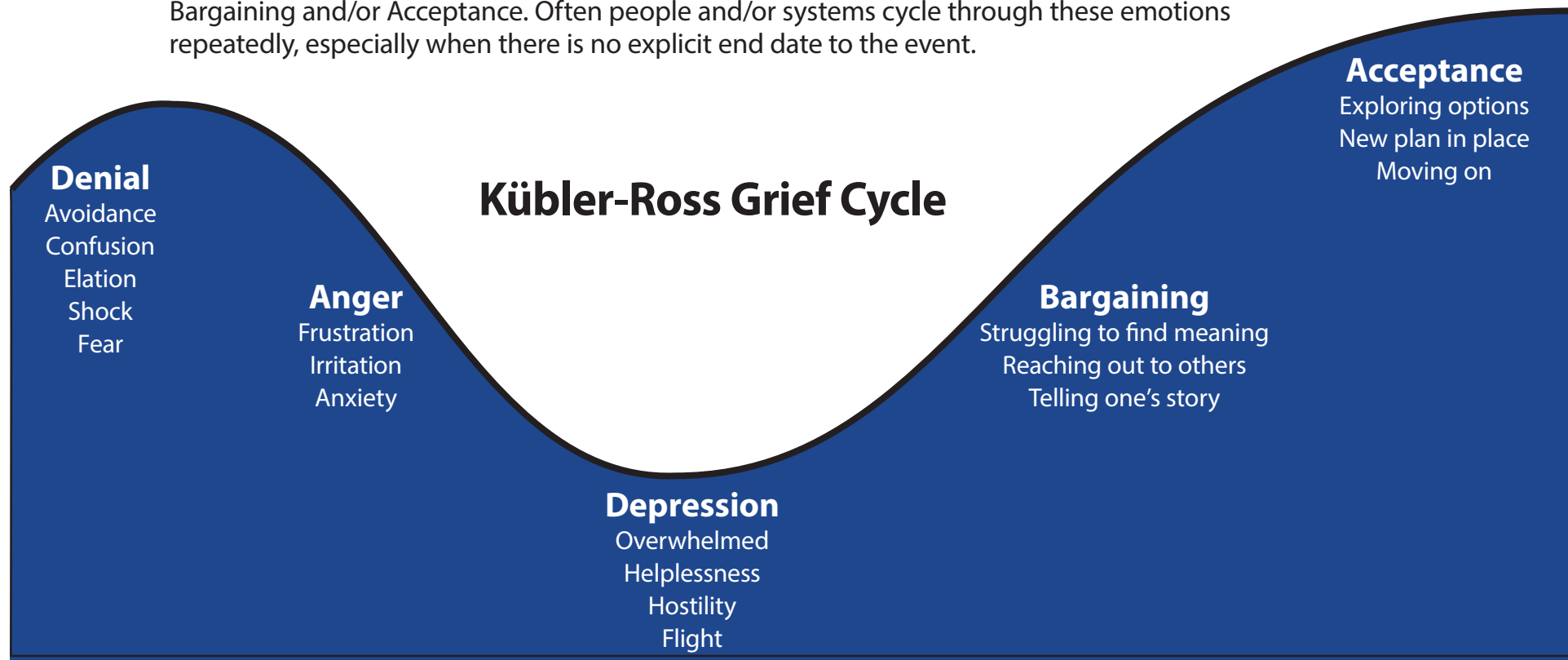


The Manager's Survival Guide – During the Global Pandemic

3-STEP PLAN

STEP 1: Understand the normal response to trauma

It is normal to not feel normal during this time. Our grief may be a response to losing our familiar way of living and working. Elisabeth Kübler-Ross, in her work on grief, developed a compelling model and recommendations below, which reflects what many of us are going through as individuals and organizations; namely "DADBA"; Denial, Anger, Depression, Bargaining and/or Acceptance. Often people and/or systems cycle through these emotions repeatedly, especially when there is no explicit end date to the event.



STEP 2: Know what to do as a manager and when to refer to others

Kübler-Ross Grief Cycle – Stop Light Grid

KEY:	Green	Yellow	Red
	Healthy, productive	Stressed	In crisis

STAGE	Denial	Anger	Depression	Bargaining	Acceptance
Employee Symptom Yellow or Green	Work avoidance fatigue/weariness	Cynicism, blame short fuse, Irritable	Distance from others distraction, lack of motivation	Rationalization	Openness Seeking help and support
Manager Response Yellow or Green	Inform and communicate: <ul style="list-style-type: none"> Show data regarding the impact of the pandemic on people, process, business and industry Tell people objectively what you know and don't know 	Inform and communicate: <ul style="list-style-type: none"> Allow employee to vent for short, time-limited periods (5–10 minutes) Validate emotions Say: "it's ok to feel that way") Help employee channel anger into focused tasks 	Provide emotional support: <ul style="list-style-type: none"> Validate emotions (Say: "it's ok to feel that way") Tell people what you are doing to keep them safe Encourage employee to spend more time with people than usual (by phone, video) 	Provide guidance and direction: <ul style="list-style-type: none"> Remind employee of the reality-based impact on people, process and/or the business Keep team members focused on goals 	Provide guidance and direction: <ul style="list-style-type: none"> Develop an action plan Provide resources Enlist employee to help his/her peers Rally people around a common cause
Employee Symptom Red		<ul style="list-style-type: none"> Continued lashing out at others over 3-4 weeks Severe distress 	<ul style="list-style-type: none"> Sleep disturbances, persistent distress Hopelessness, high anxiety 	<ul style="list-style-type: none"> Employees seems disconnected in emotion or thought to the reality or facts of the situation 	
Manager Response Red		<ul style="list-style-type: none"> Refer to EAP or counselor EAP: Employee Assistance Program 	<ul style="list-style-type: none"> Refer to EAP or counselor 	<ul style="list-style-type: none"> Refer to EAP or counselor 	

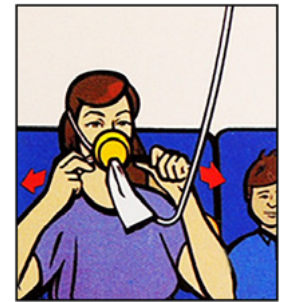
STEP 3: Help yourself, so you can help others

Flight attendants remind us, in the event of a loss of pressure to put our own oxygen mask before placing one on our children. The reasoning is the better shape you are in the more able you are to help others.

That is, you can very well help another person if you are unconscious. As managers, the sentiment is the same.

Reminders:

- Get enough **sleep** (7–8 hours per night)
- **Eat** well and regularly (don't skip meals)
- Take frequent **breaks** or a short nap (20 minutes or less) each day
- **Exercise** vigorously (30–60minutes at least 3x/week)
- **Establish clear lines of demarcation** between when you are “at work” and when you are “off the clock,” particularly when your office is in your home
- **Communicate** what you are feelings to friends and loved one



The global pandemic is a traumatic event for both individuals and organizations. People and systems respond to trauma in relatively consistent ways. To that end, as managers we can effectively support our employees' health and productivity during this extraordinary time. When our employees' response to this event lasts longer and becomes disruptive, we can refer to trained professionals to help our employees with deeper issues and stronger responses.

Disclaimer: This is intended as a management tool, not medical advice.

NOTES:



Shapiro Consulting Group

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