

GALLUP®

# ENGAGING EMPLOYEES THROUGH TIMES OF CRISIS AND ABNORMAL CHANGE

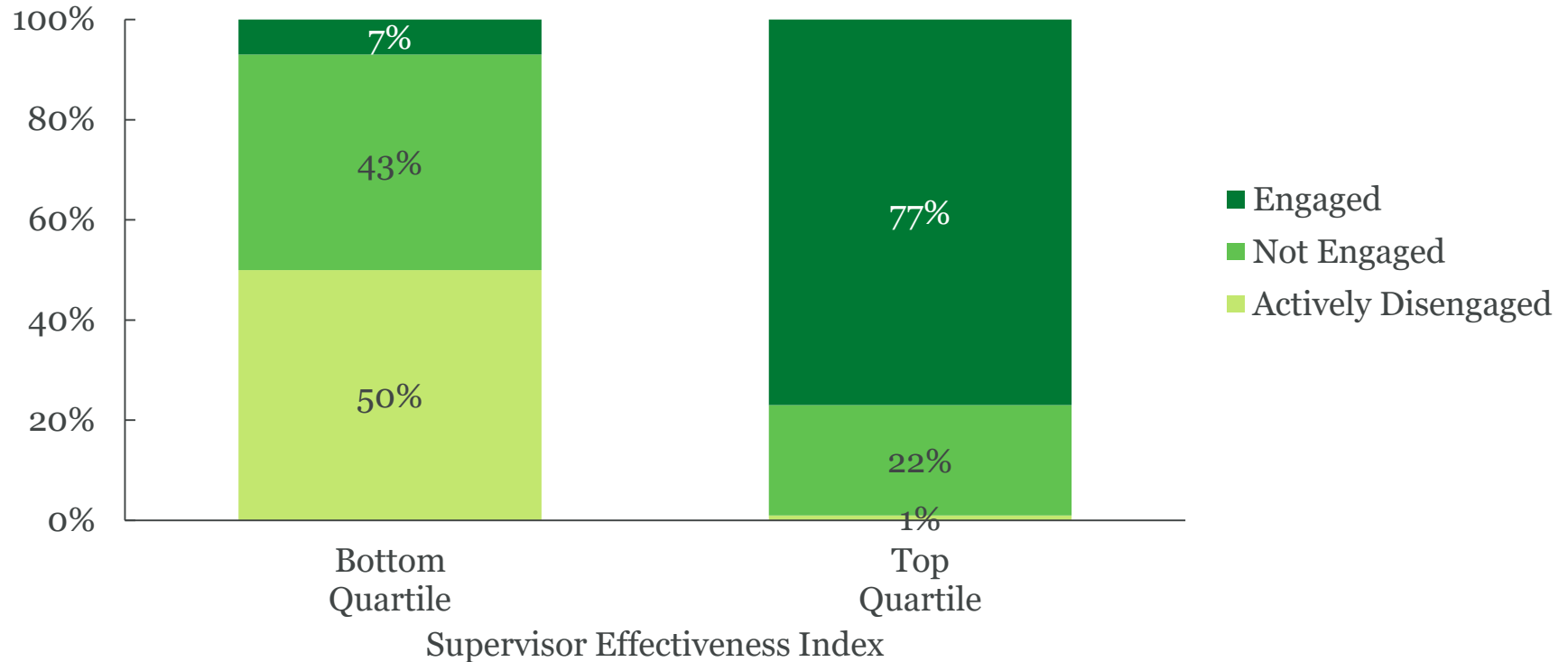
# EMPLOYEE ENGAGEMENT AND UNCERTAINTY

*“Everybody is nervous. They're all talking about what's going to happen and whether it's going to affect us.’  
The financial crisis is testing many managers' abilities to maintain productivity and morale.”*

*Source: Wall Street Journal, October 6, 2008*

# LOCAL MANAGEMENT IS ESPECIALLY CRITICAL DURING CRISES.

## IMPACT OF EFFECTIVE SUPERVISORS ON EMPLOYEE ENGAGEMENT



Supervisor Effectiveness Index Items (12% of U.S. working population strongly agree to all items)

- My supervisor is an active supporter of changes that affect our group.
- My supervisor creates an environment that is trusting and open.
- My supervisor inspires me to do more than I thought I could.

Source: Gallup Analysis

# FOUR KEY POINTS

LEADERS SHOULD RALLY TO THE ORGANIZATION MISSION AND FOCUS ON FOUR KEY POINTS TO MANAGE THROUGH UNCERTAIN TIMES.



# DIFFICULT CHALLENGES REQUIRE CLEAR, STRAIGHTFORWARD SOLUTIONS.

## MAINTAINING AND BUILDING ENGAGEMENT DURING CRISES

### Consideration 1

**Evaluate Your Situation:** One of the reasons returning to "normal" may be difficult is because we may not know what "normal" is. Everyday life has changed dramatically and will never be quite the same. The best organizations, when faced with a crisis, continue to examine the situations they face until they have a clear picture of what "normal" means.

### Consideration 2

**Engaging Employees During Adversity:** Setting clear expectations is important under any set of circumstances, but even more so in a crisis. In times of confusion and uncertainty, people require crystal-clear expectations of what they must do. No matter how carefully you set expectations for your employees before the crisis, no doubt they have changed.

### Consideration 3

**Seek Opinions:** An employee's connection to an organization is linked to his or her sense that "my opinions seem to count." As you try to understand a rapidly changing landscape and set new expectations, listen carefully to feedback from your employees. As you reshape your organization's plans, include your workforce in the information-gathering process and ask for their suggestions on what the best recovery strategies might be.

### Consideration 4

**Use Mission to Unite Your Workforce:** During a time of crisis, those "other reasons" we work (beyond a paycheck) assume paramount importance. We rally around the countries, causes, and organizations we believe in. In difficult circumstances, we can show our employees that our organization's mission statement is not merely empty words. Instead, it embodies values that are important, ones we can fall back on when times are tough.

### Consideration 5

**Show Employees That You Care:** People don't work for organizations -- they work for people. They work for their supervisor or their manager. A time of crisis is a time to build relationships. It can be a time to show what you and your organization really stand for. And it can be a time to tap into values that are more important to us than the numbers on our paycheck.

Source: Gallup Analysis