



NeuroLeadership
INSTITUTE



How the Pandemic Impacts our Psychology

Understanding employees' needs in the changed workplace

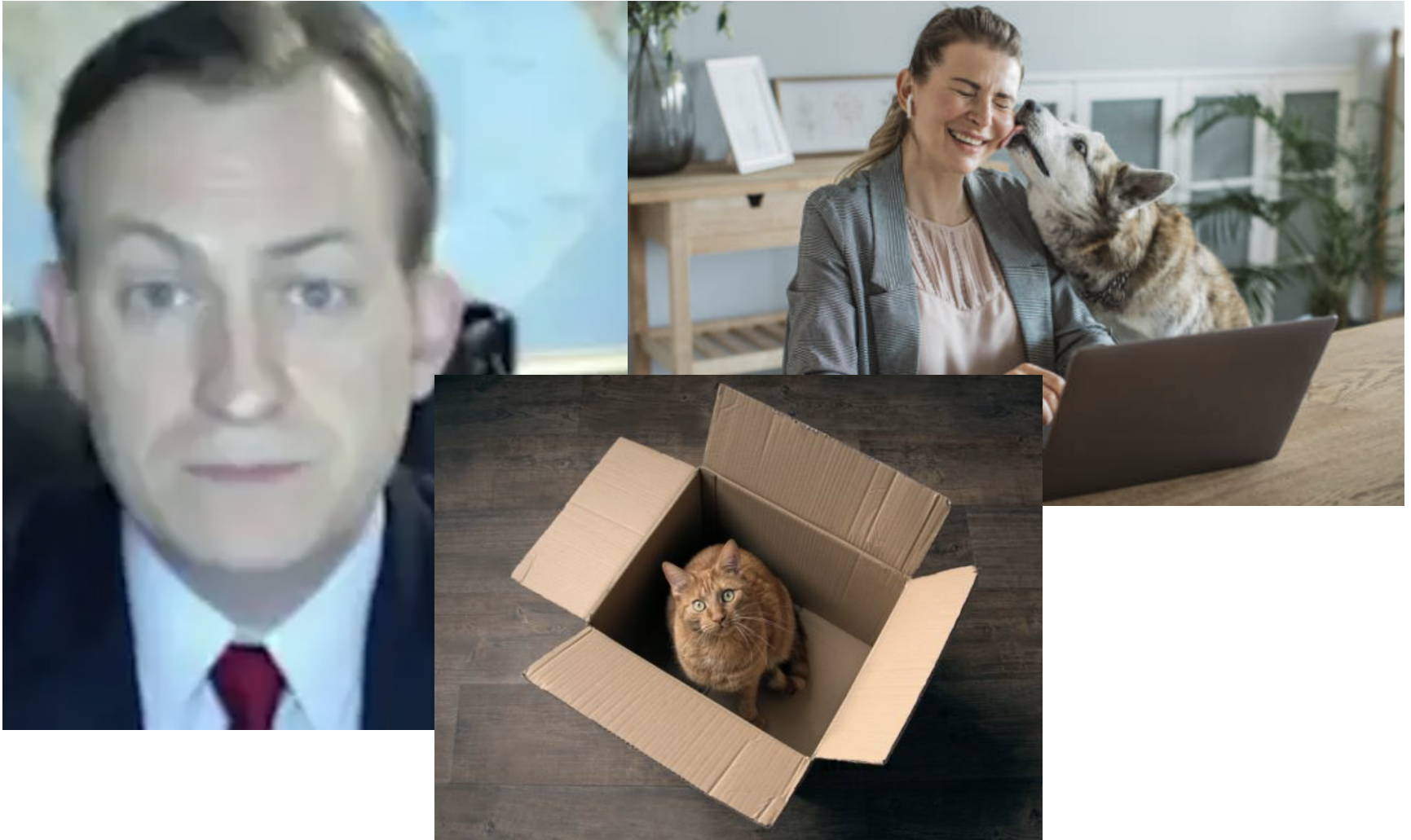
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Content

- How has COVID - 19 impacted us
- What employees need during crisis
- What organizations can do now

Working from home: Reality for many



Top 3 impacts of COVID-19 on employees

 #1 Working remotely

 #2 Loss of revenue and profits

 #3 Virtual learning

Employees experienced a variety of consequences of the COVID-19 pandemic, the above show the top three.

Impact on employees' mental state

From one week to the next:

- **50%** felt higher anxiety
- **49%** reported more difficulty focusing



What the science says

- Uncertainty → anxiety
- Need to ‘survive’
- Behaviors include:
 - Egocentric thinking & behavior
 - Diminished engagement
 - Less perspective taking
 - Focus on self-interest
- Fear of the unknown is the “fundamental fear”



POLL

Compared to your peers: did you feel more, or less impacted by the pandemic?

Yes - I felt more impacted

No - they were more impacted
the same

Rising anxiety was not felt the same



Higher anxiety
More difficulty focusing



Lower Anxiety
Less Difficulty Focusing



People impacted the most by:

Childcare Management issues

COVID-19 Infections

Reduction or Furloughs

Lower productivity

People impacted the most by:

Increased health & safety issues

Negative impact on revenue/profits

Virtual Learning

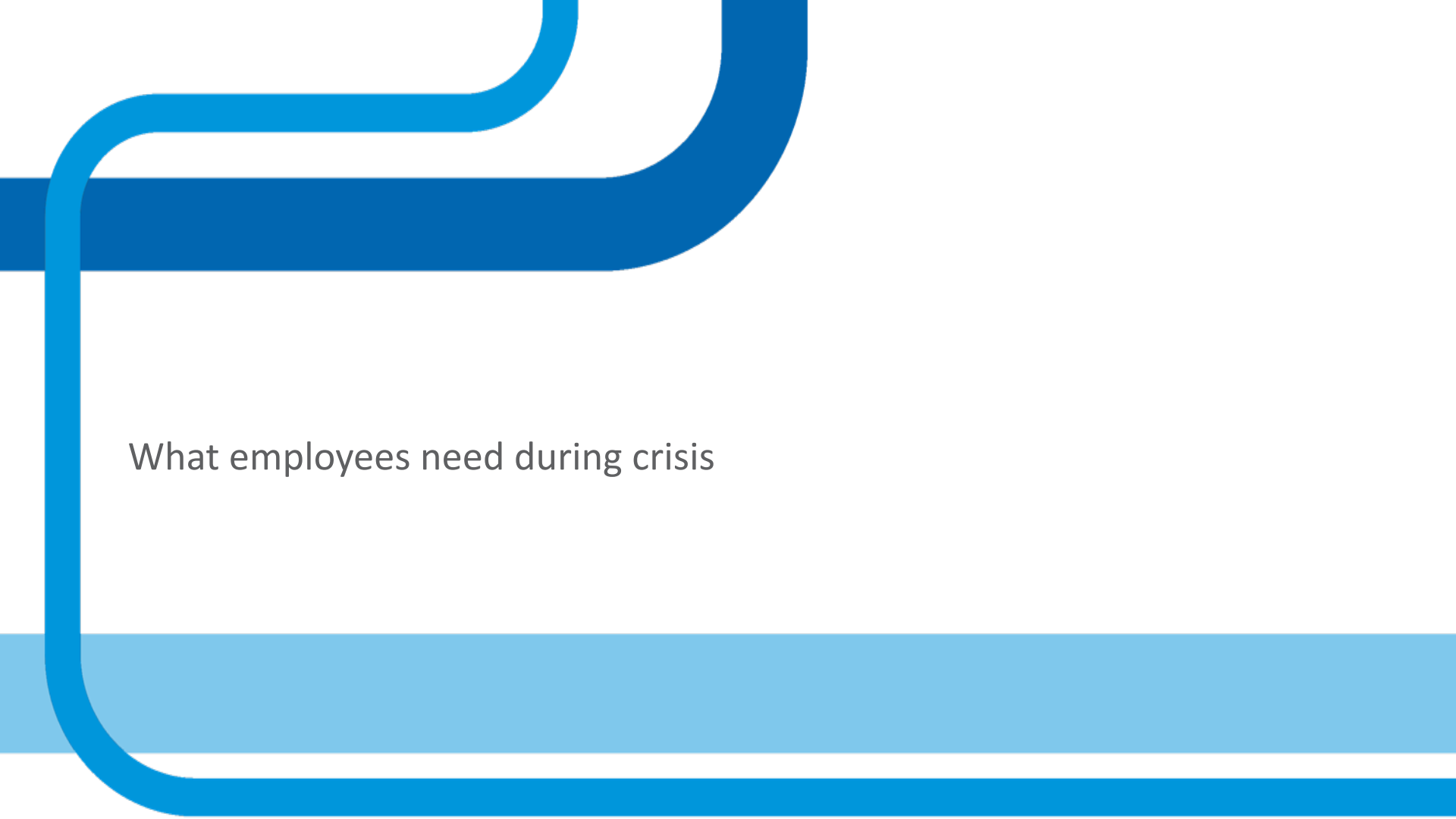
No or less travel

Discussion

Share in the chat!

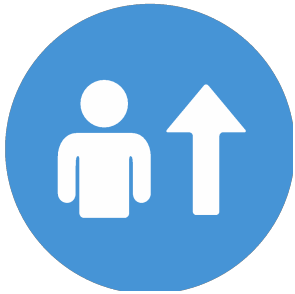


What insights do you have about the impact of the pandemic on individuals' experience?

The slide features several thick blue lines that create a stylized, abstract shape on the left side. These lines curve and loop around, framing the central text. A horizontal light blue band spans the width of the slide, positioned below the main text.

What employees need during crisis

THE SCARF[®] MODEL



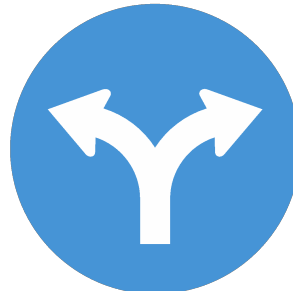
Status

Less than or
better than
others



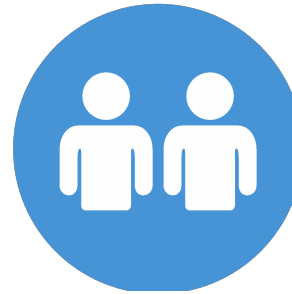
Certainty

Knowing what
to expect



Autonomy

Sense of
control



Relatedness

Less than or
better than
others



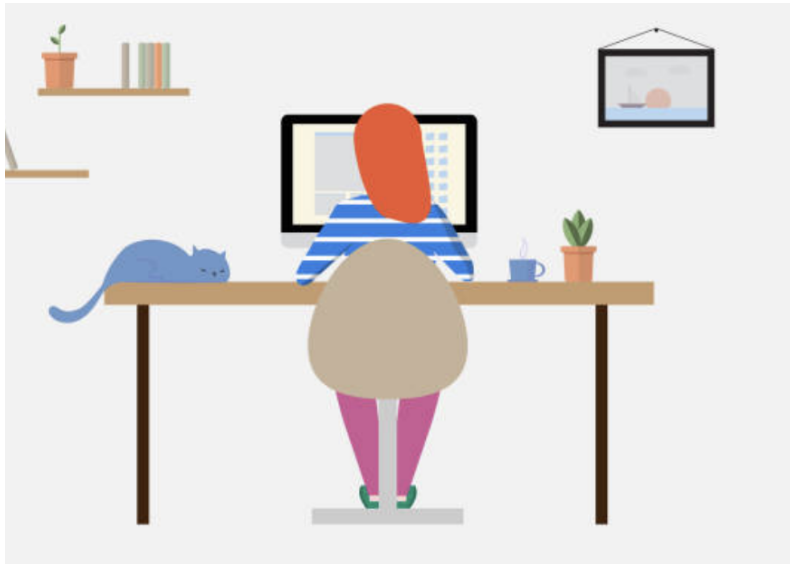
Fairness

Perception
of fair
exchange

What drives employees' confidence in the organization's survival?



Being part of a team helps mitigate anxiety



**Lower anxiety about
working from home**

What the science says

- **Relatedness:**
 - Our innate need to belong
 - Safety, shelter & acceptance
- Possible to **virtually establish** a sense of “belonging”



POLL

Do you feel that your organization's response to the crisis meets your psychological needs?

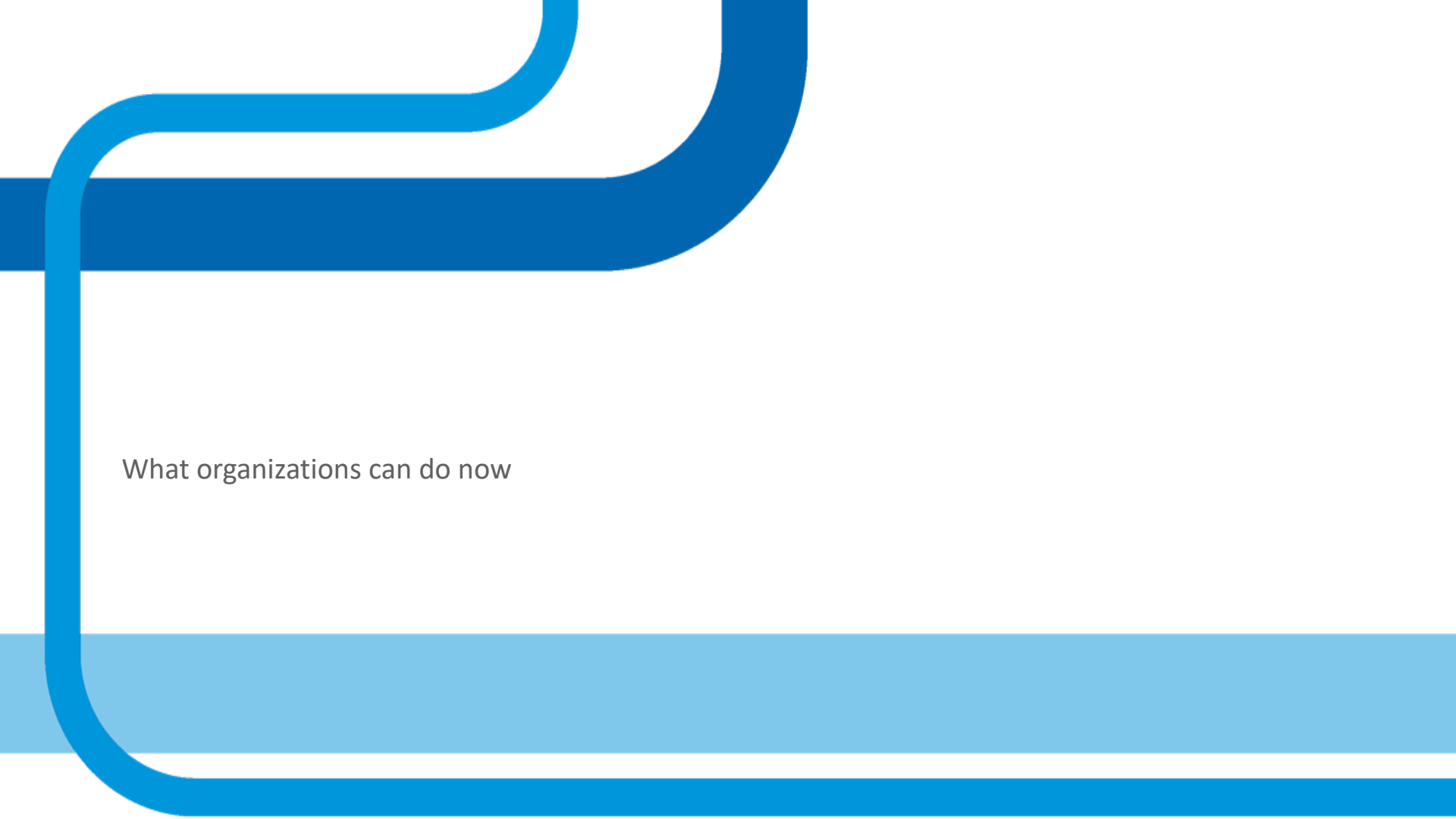
- Yes, overall it does
- No, not really
- I have never thought about that

Discussion

Share in the chat!



What has your organization done to meet employees' needs during the pandemic?

The slide features several thick blue lines that create a stylized, abstract shape on the left side. These lines curve and loop, with one line extending horizontally across the top and another extending horizontally across the bottom. A vertical line segment connects them on the left, with a small loop at the top. A light blue horizontal band is positioned between the two main horizontal lines.

What organizations can do now

Crisis management considered OK

77% of employees
considered their
organisations'
response measures to
the pandemic as
reasonable.



Source: Industry Research, NeuroLeadership Institute, 2020

Experience influences perception

***Considered
measures as less
reasonable***



***Considered
measures as
more reasonable***



PEOPLE IMPACTED BY:

Benefits/salary reduction

Role Changes

Reduction or furloughs

PEOPLE IMPACTED BY:

Productivity concerns

More or no travel travel

Working remotely

Gap 1: Leaders' Role Modeling

Only 50% of employees say
their **leaders are modeling** the
new behavior asked of them.*



Gap 2: Decision-Making Transparency

Only 37% of employees
think **decision-making** in
their company is
transparent.*

Note: Top leaders give higher ratings than all others.



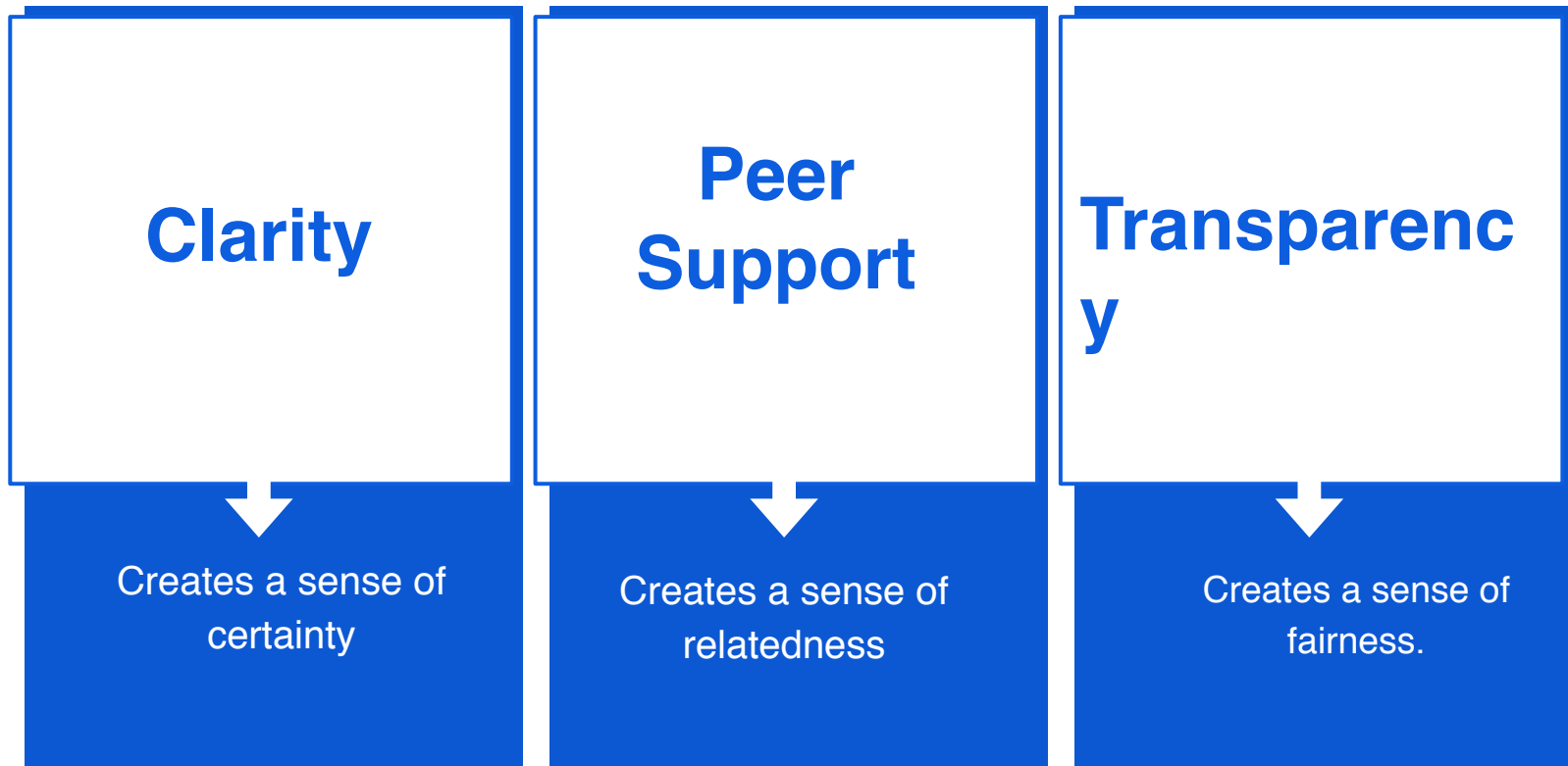
* 37% is the sum of respondents that answered with "strongly agree" and "agree".

What the science says

- Power sometimes over emphasizes:
 - Vision
 - Goals
 - Optimism
- Taking the perspective of others can be difficult



What organizations can do



POLL

What can your organization do better?

1. Provide more clarity
2. Enable more peer support
3. Be more transparent

Share in the chat!



What questions do you have?