

HOW TO LEAD WHEN YOUR TEAM IS EXHAUSTED... AND YOU ARE, TOO.

Adapted from the Harvard Business Review

In a world of uncertainty, we're thankful for you—our GEA team. We're grateful for a sense of belonging as we engage in meaningful work. Where many are unemployed, we are working and working hard to make sure you're well.

Even though our business is thriving; many of us are experiencing “pandemic fatigue,” “mental fog,” and “work/life blur.”

PERSONAL RESILIENCE RESPONSE TO COVID-19:

PHASE 1:

Wired



PHASE 2:

Disconnected

The second wave of the pandemic requires a new understanding of personal resilience. **In the first wave**, personal resilience relied on a **psychological emergency response called arousal**. Shocks, threats, and sudden uncertainty make us super alert, and **we activate** resources that are skin-deep: **adrenaline, fighting spirit, and pulling together**.

Personal resilience in the **second wave** relies on **psychological stamina**. Psychological stamina rests on more **deep-seated emotional patterns** shaped by

our individual needs, histories, and experiences. Stamina is required because, frankly, the second wave is not exciting at all. People report feeling bored, disconnected, and unnerved.

In contrast to the skin-deep reactions of the first wave, the **second wave requires perseverance, endurance, and even defiance against the randomness, gloom, and burden of the pandemic**. Cultivating resilience requires some emotional rewiring and calls for a different kind of appeal to team members.

Leaders need to reexamine their personal resilience and that of their team members—the ability and strength to overcome obstacles, bounce back, and recover in the face of challenges. How strong are you under pressure? How quickly do you bounce back from defeat? Most importantly: How can you find the mental strength to lead through the last mile?

FOCUS ON THREE AREAS TO LEAD DURING PHASE 2:

1 UNDERSTAND the difference between urgency (things that require immediate attention) and importance and **focus on importance**. Important tasks revolve around long-term mission, values, and goals.

2 FIND the right balance between caring and candor, between compassion and containment, between saying “you are good enough as you are” and “get moving and get to the next level.” This may require a conversation to determine if issues arise out of a lack of ability or a lack of action. **Be compassionate while also driving your employees to achieve** by channeling their feelings of defiance, anger, and frustration. Listen, learn, then lead.

3 CHANGE things up every single day with a motivation on **energizing your team**. Share success stories, set up competitions, divide long projects into sprints and communicate. But also shorten endless Teams meetings, cut tumbleweed projects, and allow constructive conflicts and honest feedback in your teams. How you do it matters less. That you do it matters immensely.

