

The Managerial Communication in the Era of Covid-19

Little pocket manual

✓ Phrases which can help you

01 WE ARE ALL IN THE SAME BOAT

- I understand your worries, I was shaken by it as well.
- I am also fighting with it.
- I fully understand you, I see things the same way.
- It's perfectly normal that you feel that way now.

02 CALM THE SITUATION DOWN

- Well, what we have on hand now_. The good news is that _.
- I'm proud of us uniting. Thank you.
- I count on your help. It won't be possible without you.
- I really appreciate your work.

03 BE SINCERE, HONEST AND OPEN

- I won't beat about the bush, we are all watching it on TV.
- The situation is serious and we can't see the end of it.
- We can't think it will be over in a few days.
- It is clear it will cost us something. We will have to sacrifice something.

04 CLEAR AND RELEVANT INFORMATION

- The information/data now available are_.
- Our Head Office has prepared a pack of measures. It includes_.
- We are dealing with a number of complications connected to supplies of material for production at the moment.
- We all understand that the current situation does not mean an excuse note from work.

05 BE AUTHENTIC

- As you know, I don't enjoy being in the spotlight and we have agreed with Alex that she will be your main liaison.
- I apologize for being too directive these days. The situation requires it.
- I would like to present you these development alternatives.
- Each team will create a backup plan in case the project is stopped.

06 SYSTEMATICALLY AND EFFICIENTLY

- The situation is under control from the point of fulfilling the project/deliveries.
- We have made the following steps_.
- We are moving ahead systematically step by step so that we can jump on as soon as possible.
- During home office, the aims are_.
- There are these main priorities set for the company for the period _.

07 SPEAK THE LANGUAGE OF YOUR TRIBE FROM TOP TO BOTTOM

- The plan for the following period is_.
- The board/crisis team/council consists of these management representatives. Alex focuses on_ Kate on_.
- We need to know from all of you where the weaknesses are now.
- I want to send the following message _ to your teams.
- I will write a letter to all employees today. I will meet the people from production during the lunch break.

08 THE RESTRICTIONS DON'T SIGNIFY THE STATE OF ANARCHY

- It is clear that home office is not for everyone but I want you to focus fully on_.
- I understand that the situation invites to a freer mode yet I would like to ask you for discipline.
- The plan for each department for CW 17-18 is on the message board.
- We have invested in a new ERP, this is exactly the time to put it into operation.

09 GET PEOPLE INVOLVED AND CREATE RITUALS

- Is there something you would like to support now?
- Thanks for your idea, Miro, I fully trust you, do it.
- Yoan is far from home now, it's stressful. We have to make sure this won't break him.
- What will be the first thing we do when we put the face masks down?
- Folks, the first round, when all this is over, is on me.

10 GIVE YOUR PEOPLE A CHANCE TO ASK QUESTIONS

- Despite being fully occupied with the rescue work, Kate and I are fully available for you.
- I appreciate the communication flowing both ways.
- I know it is hard for all of us but we have to cope with it, but please write to me if you need more answers.
- Miro created a group called "ask the chief". Write about things running through your brain.

11 LISTEN TO YOUR PEOPLE, ACT WITH RESPECT

- I am here if somebody needs to talk.
- Take a seat. I'm listening.
- Is it alright, is this information enough for you?
- Are you feeling safer now you know what are the further steps?

12 DO NOT DOWNPLAY THE SITUATION AND DO NOT LIE

- Nobody won't be dismissed
- Calm down, it's gonna sweep over, we'll carry on.
- It will be good.
- It has nothing to do with us.
- I've seen such crises.

✗ Phrases to avoid during communication

- Please don't cause panic.
- Don't exaggerate!
- I thought that you, Frank, will not panic.
- Well this is a trouble.
- It's hard to say what it will bring to us.
- Follow Mia's example, he never breaks down.
- Please don't watch TV and focus on work.
- Do you remember 2008- 2012? It was nothing compared to this.
- Keep calm, please, the management will not let you down.
- I've called the Head Office, I have contacts there. They will back us up.
- There will be no dismissals.
- That's the end. We can pack it right now.

💡 Things your people are not talking about yet

- Psychological shock, panic, stress, helplessness, anxiety
- Inadequate reaction at first sight
- Worries about their family
- Fear of losing the status
- Fear of failure
- Intensification of dependence/addictions
- Previous dangers and private crisis
- Previous experience and trauma
- Concerns about the future
- Existential fear