Building Trust
for Employee Engagement during COVID-19

By being readily available and helping employees give meaning to a crisis ("sense making"), leaders can build employee resilience and social capital with their people. Moreover, they can help connect employees to the organization and to one another and can help enhance social connection and affiliation—not just formally, but also by allowing informal and organic conversations to emerge.

Make it credible: Give employees' airtime through WebEx events, pulse surveys, and have trusted leaders speak transparently and empathetically about what employees are going through during COVID-19. Communicate with your employees regularly and give them updates.

Make it feasible: Prioritize timely action – model agility and seek innovative solutions to problems; push responsibility to edges to accelerate change.

Make it sustainable: Develop a plan to embed lessons learned, or any innovations beyond the crisis of COVID-19; communicate to employees' specifics about open-ended changes being made; ensure that employees know that your support as their leader has no end point.

Make it personal: Find creative ways to use advanced analytics, behavioural science, and digital technology to put employees in charge of their own journeys; tailor your solutions to individual contexts and evolving needs. Maybe one tool works best for one team, while another works best for a different team.

Reference/ Adapted from:
Emmett, J., Schrah, G., Schrimper, M., & Wood, A. (June 29, 2020). COVID-19 and the employee experience: How leaders can seize the moment. Retrieved from:
https://www.mckinsey.com/business-functions/organization/our-insights/covid-19-and-the-employee-experience-how-leaders-can-seize-the-moment

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