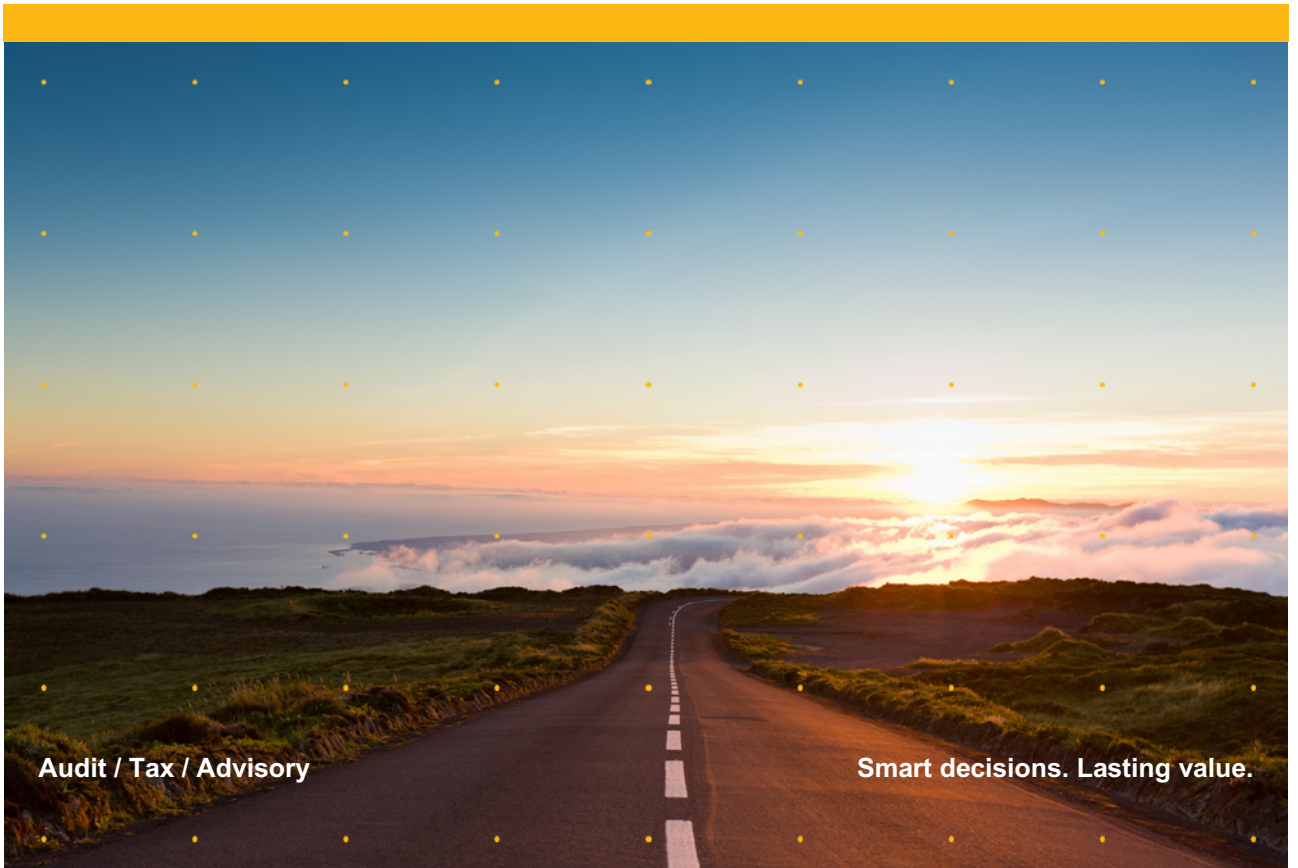




Leadership in times of crisis COVID-19

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The importance of leadership COVID-19 | Bulletin 3

Once companies have developed a Business Continuity Plan, the human factor is key to ensure that this process is effective.

At Crowe, we know that organization leaders currently bear a great deal of responsibility for ensuring business continuity.

For this reason, we want to share a series of questions that will help our clients and friends to generate a Leadership guide, essential to face this contingency.

This valuable information is the result of our vast experience in human capital. We are sure that today more than ever, the leaders and their work teams will push all their companies forward with their commitment and professionalism.

What challenges do leaders have today?

Without a doubt, leaders have always been in constant movement, but today, leaders and organizations are facing new challenges

This has been generated by the health emergency, leading most companies to continue their work from home. Therefore, it is important to administer a proper working environment from home.

In other words, they are managing

remote work (Home Office), for the first time.

Therefore, the challenge that leaders face is to maintain the line of results under this scheme. This includes understanding and being aware of the well-being of their collaborators and maintaining and fulfilling the organization's commitments.

What should the leader who has not worked before in this scheme do?

It is true that for leaders who have never had the possibility of working at home, this modality can be ineffective.

This is why the organization must provide empowerment and security. This model can be very useful because it can raise awareness about the current situation.

Many leaders of our time belong to generations that were formed under a very traditional scheme, where "the boss" had to be supervising the activities of his subordinates at all times and it was unthinkable that this function could be done remotely, control was the key to results.

What aspects should the leader consider to effectively manage the home office?

First, it is the responsibility of the leader to be convinced that this scheme will be productive and will facilitate the achievement of results. Once we have this fundamental step, the following relevant aspects must be taken into account:

- **Trust**
- **Communication**
- **Supervision**
- **Feedback**
- **Recognition**

Why should the leader trust his/her team?

As the leader trusts his/her team, the results are more effective. Once the leader gives his collaborators confidence, their results may be improved.

Therefore, it is recommended that the leader establishes the objectives to fulfill the clear message of empowerment and responsibility towards his team.

How should the leader communicate?

Communication is key in remote work. However it is common for some of the leaders who have never worked from home to find it difficult to communicate effectively.

Sometimes, traditional leaders think that the collaborator at home does not work, so they want to maintain an oversaturated communication, that is, they are constantly calling, emitting messages of little value, thus generating inefficient and ineffective communication.

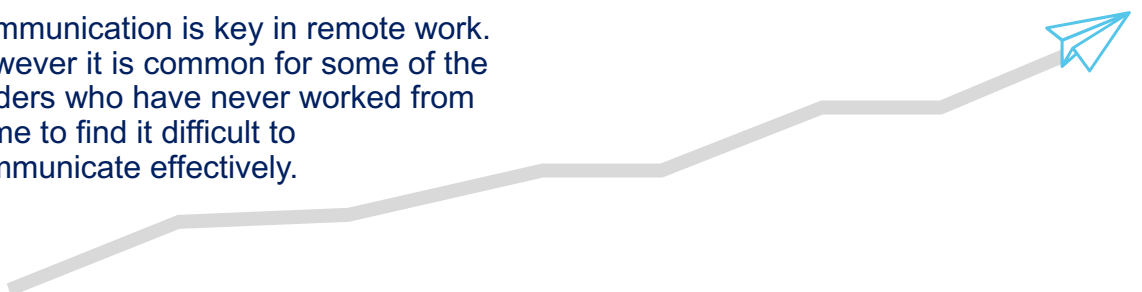
Our recommendation is very practical, the leader must establish communication channels within working hours and leave them open in case of any emergency.

Also, it is highly recommended to have a virtual meeting or short call at the beginning and at the end of the day. This is done to encourage closer contact with your team and to have more personalized communication.

It is important to note that communication must be effective and non-invasive, especially since the collaborator will be working from home, dealing with external factors such as their family and personal context. The leader must be assertive and understanding in this situation.

How to monitor remote work?

Supervision can be a major challenge in remote work, if the leader has not the objectives clear.



Nowadays, it is very common to talk about results and indicators in many organizations. Yet for some organizations the goals and definitions to be achieved are unclear.

This is why we recommend that leaders who are not yet working under a set of objectives, set goals or tasks achievable for their collaborators by exercising effective and objective supervision.

As the objectives are attainable and challenging, performance can be measured efficiently, thereby generating better productivity in work teams.

Why should collaborators receive feedback?

Leaders have the responsibility of providing feedback to their work teams, in order to recognize their strengths, but above all, their areas of opportunity which will be the basis for better development.

In these moments of distancing, we may face an important follow-up gap. That is, the leader must have an effective approach with his teams, including constant feedback, which will ensure that the collaborators are properly guide, and thus generate the confidence to continue doing their activities effectively.

Due to the conditions generated by the contingency, the feedback does not have to be deep or programmed, the leader must take advantage of the moments of communication in order to continue obtaining the result.

Should there be recognition in this crisis?

Recognition is a fundamental part of the emotional salary, for this reason, in these moments of crisis and uncertainty, it is more than important that the leader recognizes the work of his/her teams. This action will encourage collaborators to commit themselves even more and seek at all times be more productive for the well-being of their organization.

We can conclude that, despite the adversities that this contingency has generated, we are presented with an opportunity to rethink certain paradigms and open ourselves to new work schemes in search of being more productive.

You can count on Crowe and our recommendations. We are sure that together we will overcome these difficult moments.

