Are we leading or just sending emails?
Any crisis or stalemate, when they occur, can at least have this advantage: that **they force us to think**

Jawaharlal Nehru
Let us consider the three key components of a crisis:

- Threat
- Uncertainty
- Urgency
How to transmit certainty when the pandemic has challenged the world showing its vulnerability?

Is there real, active and visible leadership that my collaborators trust in this uncertainty time?

How do we keep productive and motivated when there is a global uncertainty of the outcome?
Some of the obstacles...

- High levels of stress and depression of the workforce.
- Working days that seem endless.
- Improvised spaces for working at home.
- Infrastructure or IT issues.
- Balancing the responsibility of work with family life.
- Difficulty of delivering information correctly.
What we have done...

We designed an action plan that included the transition to home office and a sanitary protocol for workers.

Internal work was carried out to implement and reinforce the adoption of measures in each area.

A great campaign called Let's do our part, to inform all about the key points of the plan.

We established strategies to complete the Census of Population and Housing 2020.
Let’s do our part has two axes: **personal care and productivity in home office**. For its dissemination we established:

- **Internal communication** (screens, mailings, posters and others).
- **Town meeting** with the president.
- **Specialized internal website** for COVID-19 (141 K visits).
- Internal survey of **remote working**.
We have already established a plan with all the measures but... How does the workforce feel?
To answer that question, we conducted a survey to get more insight.

Almost 10,000 employees answered the survey, representing 45 percent of the institute's workforce.

Here we share some thoughts:
Do you know about the actions that our institute has implemented for the COVID situation?

- Yes, very well: 7143 (72.9%)
- I know some countermeasures: 2598 (26.5%)
- I don't know them well at all: 62 (0.6%)
Who informed you about the measures to be taken?

<table>
<thead>
<tr>
<th>Position</th>
<th>%</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Section manager</td>
<td>61.3%</td>
<td>6012</td>
</tr>
<tr>
<td>Director of area</td>
<td>51.6%</td>
<td>5055</td>
</tr>
<tr>
<td>Deputy General Director</td>
<td>28.8%</td>
<td>2823</td>
</tr>
<tr>
<td>General Director</td>
<td>8.0%</td>
<td>181</td>
</tr>
<tr>
<td>Subdirector of area</td>
<td>4.6%</td>
<td>784</td>
</tr>
<tr>
<td>Director of management improvement</td>
<td>1.8%</td>
<td>447</td>
</tr>
<tr>
<td>No one</td>
<td>5.5%</td>
<td>543</td>
</tr>
</tbody>
</table>
How do you consider the coordination and communication, with your immediate superior while working from home?

<table>
<thead>
<tr>
<th>Status</th>
<th>Percentage</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>56.3%</td>
<td>5637</td>
</tr>
<tr>
<td>Good</td>
<td>36.3%</td>
<td>3558</td>
</tr>
<tr>
<td>Regular</td>
<td>4.8%</td>
<td>475</td>
</tr>
<tr>
<td>Bad</td>
<td>1.1%</td>
<td>104</td>
</tr>
<tr>
<td>Very bad</td>
<td>0.3%</td>
<td>29</td>
</tr>
</tbody>
</table>
How often do you use these communication tools in your work process?

<table>
<thead>
<tr>
<th>Tool</th>
<th>Always</th>
<th>Usually</th>
<th>Sometimes</th>
<th>Almost Never</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teams chat</td>
<td>49.6%</td>
<td>15.0%</td>
<td>20.8%</td>
<td>6.3%</td>
<td>8.3%</td>
</tr>
<tr>
<td>Videoconference by teams</td>
<td>27.3%</td>
<td>17.7%</td>
<td>31.9%</td>
<td>10.2%</td>
<td>12.9%</td>
</tr>
<tr>
<td>Skype</td>
<td>35.9%</td>
<td>13.8%</td>
<td>21.7%</td>
<td>10.9%</td>
<td>17.7%</td>
</tr>
<tr>
<td>E-mail</td>
<td>89.3%</td>
<td>8.0%</td>
<td>2.3%</td>
<td>0.2%</td>
<td>0.2%</td>
</tr>
<tr>
<td>Phone call</td>
<td>40.4%</td>
<td>15.3%</td>
<td>29.9%</td>
<td>9.7%</td>
<td>4.8%</td>
</tr>
<tr>
<td>Yammer</td>
<td>5.2%</td>
<td>4.3%</td>
<td>19.9%</td>
<td>27.3%</td>
<td>43.2%</td>
</tr>
</tbody>
</table>

Internal survey
During this period, how do you consider your productivity level?

- 2187 Better than when I was working in the office
- 6245 Just like when I was working in the office
- 1318 My workload has decreased
- 53 I haven't received instructions for work at home
How useful do you think that the information provided to you is?

- Very useful: 4705 (48.2%)
- Useful: 4728 (48.2%)
- Not very useful: 332 (3.4%)
- Not useful at all: 38 (0.4%)
Final thoughts

Communication and leadership are not only needed but crucial in a crisis.

In all plans about risk management communication most play an active role.
We ought to be more flexible, comprehensive and empathetic with the mindsets and emotions.

Take some time to listen to your people to gain more insight.

Remote working is a new reality, we need to adapt to it.

Whether we talk about professional goals or saving our lives, collective efforts are our strongest asset.
P.S.  
We should be in Lisbon 😞