


# INTERNAL COMMUNICATION

Are we leading or just  
sending emails?



SEP 2020



A decorative background on the left side of the slide. It features a vertical strip with a gradient from magenta at the top to orange at the bottom. Overlaid on this are several translucent geometric shapes, including triangles and a large parallelogram. In the lower-left corner, there is a faint, semi-transparent image of a hand holding several rectangular blocks, similar to Jenga pieces.

“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:**



How to **transmit certainty** when the pandemic has challenged the world showing its vulnerability?

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

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



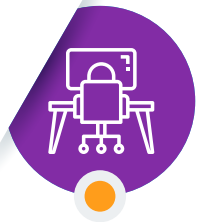
# Some of the obstacles...



High levels of stress and depression of the workforce.



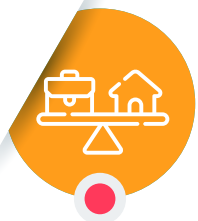
Working days that seems endless.



Improvised spaces for working at home.



Infrastructure or IT issues.

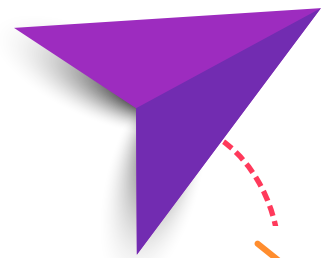


Balancing the responsibility of work with family life.



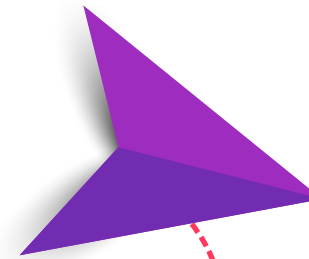
Difficulty of delivering information correctly.

# 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**.



# Some actions

- > 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.

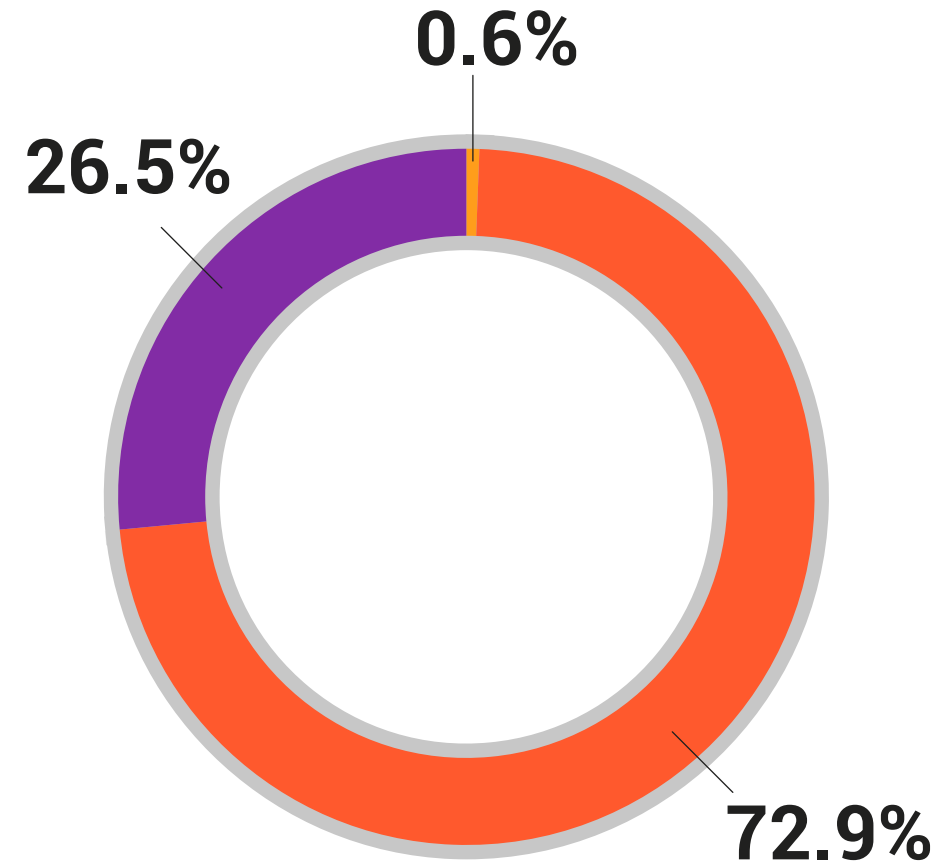
Almost  
**10,000 employees**  
answered the survey, representing  
**45 percent of the institute's  
workforce.**

Here we  
share some  
thoughts:

## Internal **survey**



Do you know  
about the  
actions that our  
institute has  
implemented  
for the COVID  
situation?



7143 ● Yes, very well

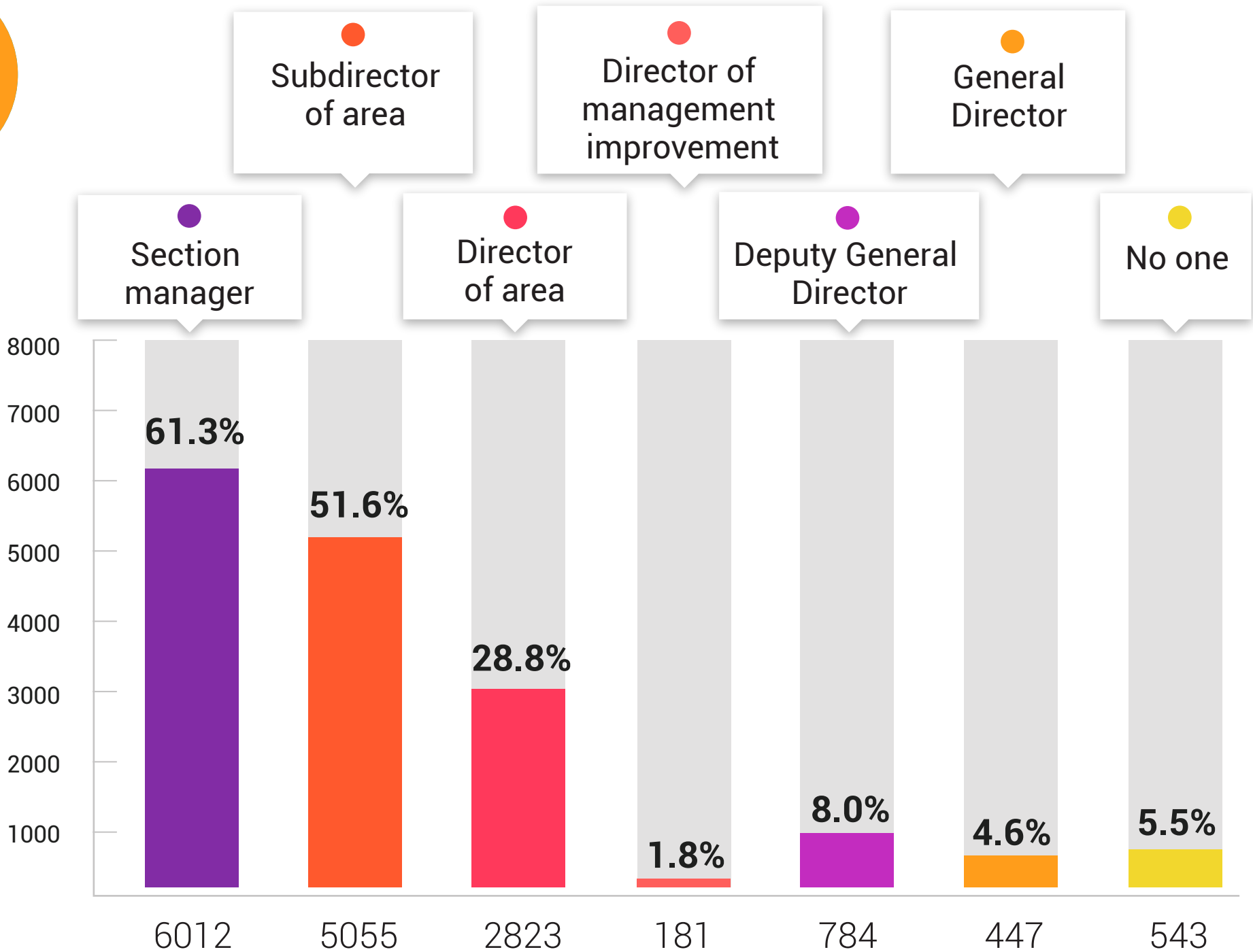
2598 ● I know some countermeasures

62 ● I don't know them well at all

Internal **survey**



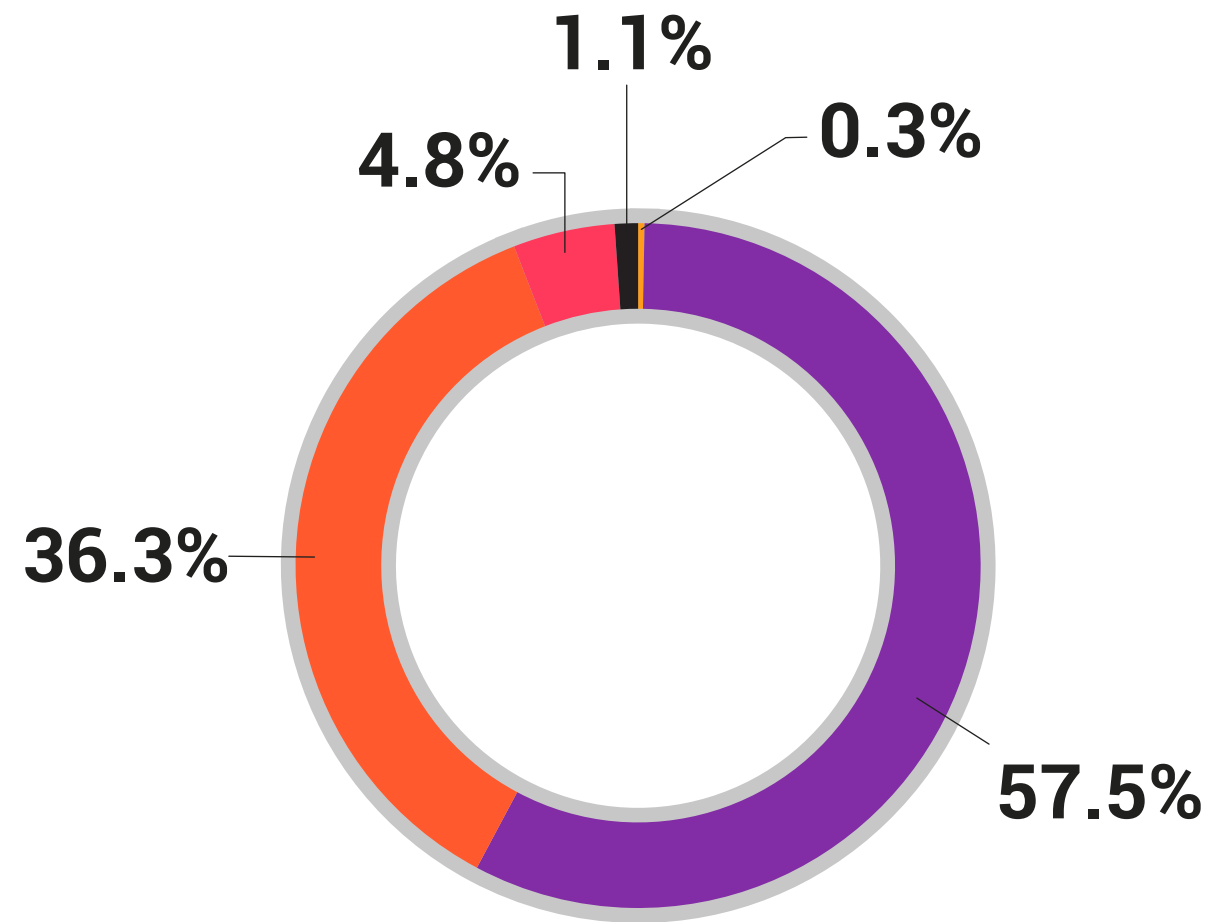
Who informed  
you about the  
measures to be  
taken?



## Internal **survey**



How do you consider the coordination and communication, with your immediate superior while working from home?



5637 ● Excellent

3558 ● Good

475 ● Regular

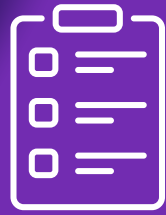
104 ● Bad

29 ● Very bad

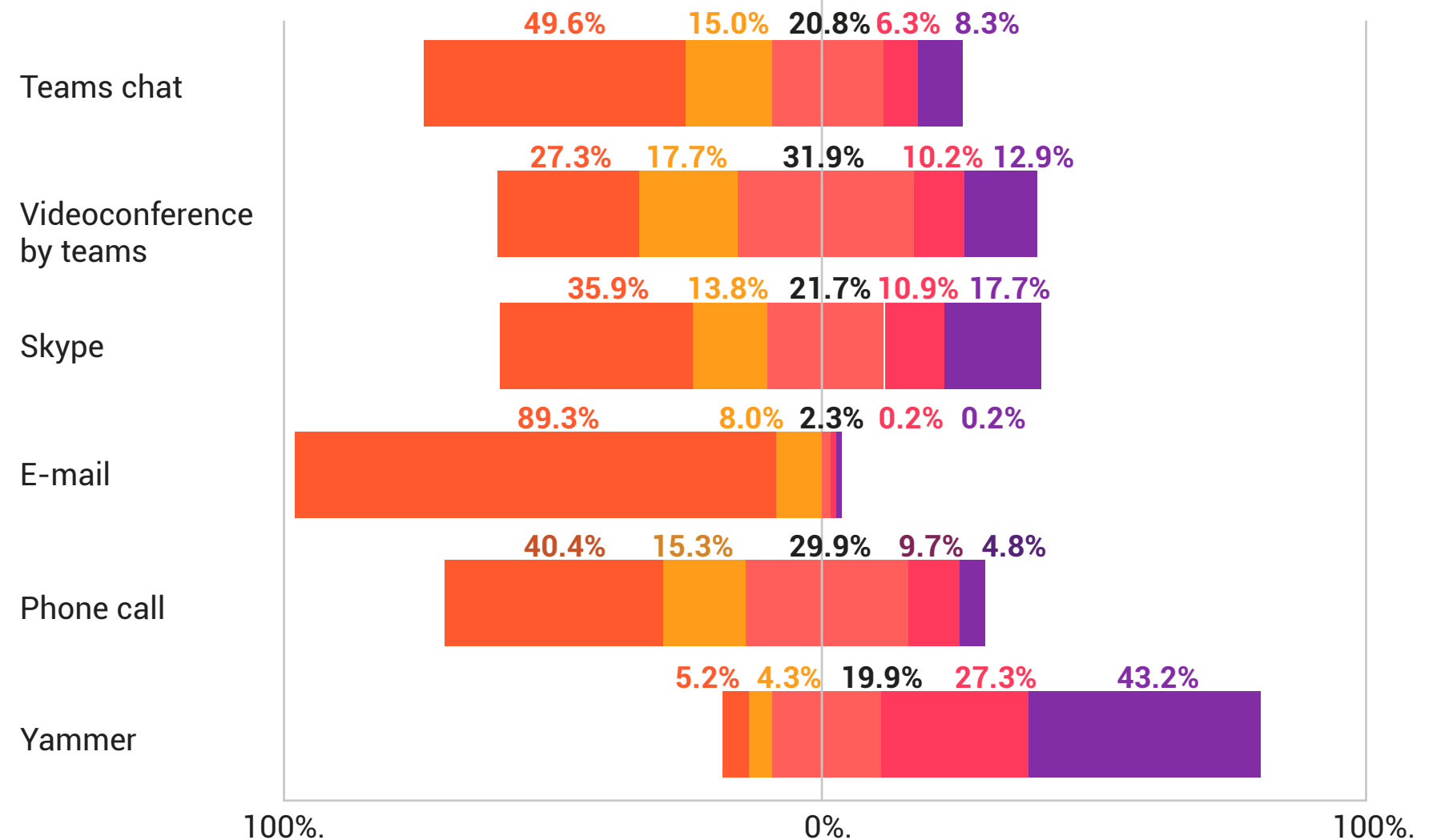
## Internal survey



How often do you use these communication tools in your work process?



- Always
- Usually
- Sometimes
- Amost never
- Never

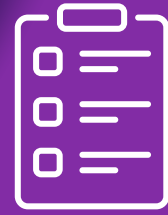




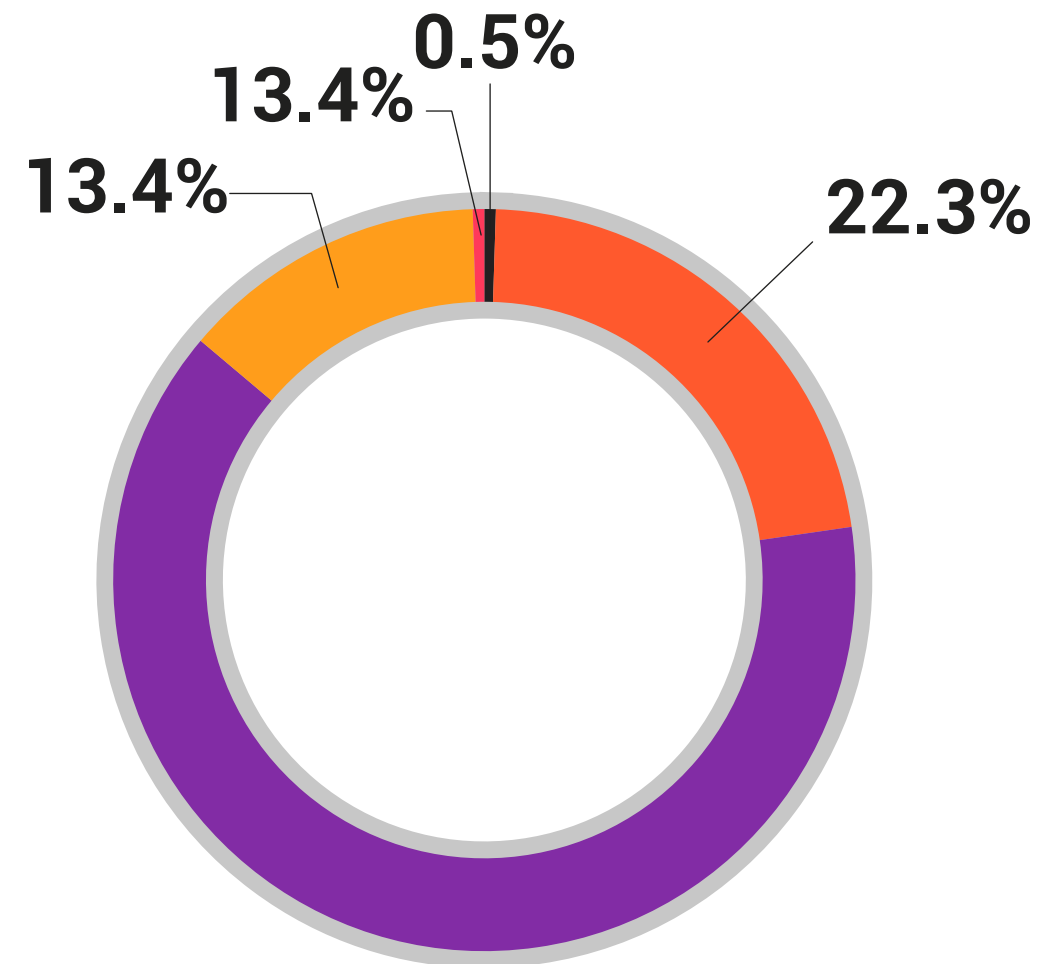
## Internal **survey**



**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 recieved instructions for work at home



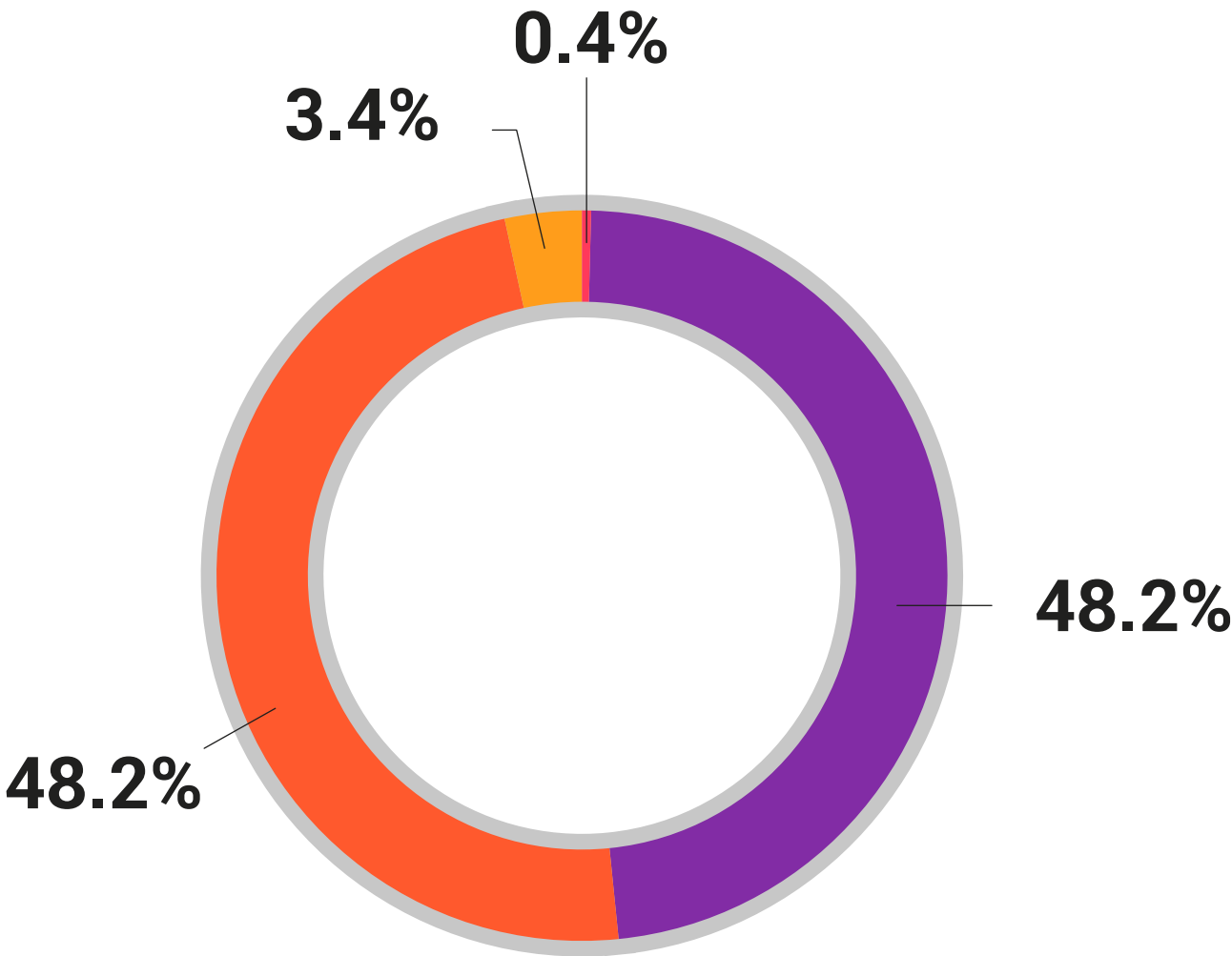
Internal **survey**



How useful  
do you think  
that the  
infomation  
provided to  
you is?



4705	Very useful	332	Not very useful
4728	Useful	38	Not useful at all






# 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.



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- > 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 🙄