Motivating and Engaging During COVID

Physical separation inhibits connection with customers and colleagues, veils the meaning of work, and dampens creativity needed for problem solving and innovation. This table offers practical ways to renew people, purpose, and productivity in your company during the COVID crisis.

Conditions for Thriving	Setting the Conditions
Agency/Control We feel powerful, valued, responsible, and capable when: our actions affect outcomes and we can influence what happens. Otherwise, we can become passive, lethargic, and even bitter.	• Define the purpose and outcomes of work; let people choose how, when, and where to do it. • Involve your team/team members in solving the business challenges presented by COVID. • Invite team members to determine how budget cuts affect their employment/pay options.
Challenge We thrive when challenged to do something hard, especially if we believe we have "what it takes." We can become bored and disinterested with routine work.	• Cast a compelling vision for your company; show people their role in it. • Challenge staff with more responsibility to free yourself to handle more complex issues. • Frame difficulty as worthwhile, inspiring challenges to overcome together. • Remind your team of prior challenges they overcame; memorialize significant accomplishments and milestones. • Challenge people to learn new ways of accomplishing their mission.
Connection We were made to live connected, relational lives. We need to belong, feel needed and cared for, and work alongside other people in pursuit of common goals.	• Make personal connection calls to multiple team members each day. • Conduct team connection calls to maintain relationship and cohesion. • Encourage team members to cycle thru connection calls with customers. • Assign work to teams/collaborators to force interaction and dependency. • Send gifts and tokens of appreciation to team member homes.
Meaningfulness/Significance Perhaps more than anything else, we need to feel valued and significant. We also want to know that our work is meaningful – that it makes a difference.	• Super-communicate corporate mission and strategy and how you create societal value, especially in COVID. • Show people how their work contributes to the mission and benefits customers. • Focus people on what they do best; reveal their unique contribution. • Focus the team on helping the customers/community in COVID.
Accomplishment We must know that our efforts will lead to meaningful results. Otherwise, we become apathetic and stop trying. But, success begets success.	• Super-communicate vision, clear direction, and expectations. • Super-communicate your values and what is a valuable contribution. • Reset goals; make them appropriate for current reality. • Train people to be effective with remote work tools, tech, and processes. • Ensure that people "see" the results of their work.