

**Assess the climate of personnel (internally) during the COVID-19 crisis, April 6, 2020**  
Webinar, Discitus, 1 hour 30 minutes

Many thanks to Linda Caron and Pierre Bourbeau

Outline of the webinar:

### **Communicate effectively in this changing situation**

- As a manager, be visible and accessible
- Be clear
- Identify and repeat key messages

### **Active listening - The principles**

- Respect (listen without judging, respect silence)
- Empathy (putting yourself in the place of others)
- Avoid giving out advice

### **Active listening - Techniques**

- Ask open-ended questions (e.g., what? How? Why?)
- Rephrase in your own words (in other words, what you are telling me is that; if I understood correctly ...)
- Reflect perceived feelings (what makes you say that? What exactly stresses you out? What specific outcomes are you afraid of not achieving?)

### **What is the internal climate?**

- Perception of the work environment

### **Climate assessment - considerations**

- Objectives of the approach
- Communication plan
- Data collection process
- Confidentiality and impartiality
- Data analysis
- Improvement plan

### **How to collect data?**

- Individual meetings
- Group meeting

- Survey (written questionnaire)

### **Elements that influence the organizational climate**

- Priorities and expectations are clear
- Employees must have the resources to do their job well
- Employees feel they are part of a team
- Commitment

### **Establish an improvement plan based on data collections**

- Identify concrete solutions
- Take action quickly
- Do what you said you would do
- Follow up
- Inform employees of progress