Leading from a distance – ensuring mental health during COVID-19

Guidance and tools for managers who have people working remotely

Novo Nordisk Health & Safety
Novo Nordisk at a glance

Founded in Denmark in 1923 with a focus on diabetes, we have become one of the world’s leading healthcare companies.

Today, we are also using our capabilities to tackle unmet needs in serious metabolic diseases, such as obesity, and in rare blood and endocrine disorders.
We believe that a well designed psychosocial work environment is requisite for performance as well as it is a significant protective factor for mental well-being.

We acknowledge the presence of work related stress as an occupational risk in Novo Nordisk.

We acknowledge that it is our responsibility as an employer to manage stress and psychosocial risks at our workplace.

We monitor and track progress.
Stress symptoms in NN from 2014 to 2019
Statistically significant reductions

Share of employees with symptoms of stress

<table>
<thead>
<tr>
<th>Year</th>
<th>NN all</th>
<th>NN DK</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014 - 2016</td>
<td>20%</td>
<td>16%</td>
</tr>
<tr>
<td>2017</td>
<td>17%</td>
<td>10%</td>
</tr>
<tr>
<td>2018</td>
<td>15.2%</td>
<td>8%</td>
</tr>
<tr>
<td>2019</td>
<td>14.3%</td>
<td>7%</td>
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* Baseline of 20% reporting 'quite much' or 'very much' based on the results of three consecutive years' surveys conducted in 2014, 2015 and 2016
COVID-19 situation
Lots have changed

Emotionally:
• Uncertainty about the future (both near future and the global situation)
• Fear for contamination
• Loss of control
• Concerns

Work-wise:
• New work space – distance between colleagues and leaders
• New working conditions – perhaps changed tasks, priorities or new tasks
• New ways of working – collaboration, alignment of expectations and coordination takes place virtually
COVID-19 situation
Lots have changed – but one thing is certain

Your employees need your leadership.

Perhaps even more now than before.

This presentation is about how you can practice good leadership and ensure mental well-being

- from the distance.
Phases of work life during COVID-19

1a) Times of crisis: Disruption of work arrangements
- Establishment of new working routines
- Getting acquainted with Teams and other tools for collaboration and leadership
- Dealing with the shock and concerns following the sudden change of everything

2) Times of crisis: Everybody is working from home
- Managers and employees are getting tired-out, some are more at-risk than others
- Priorities and working agreements could benefit from a brush-up
- Team coherence more important than ever

3) Preparing for return: Working from different locations – office/home
- Some will be happy to get more structure and social contact
- Some will feel that they are losing the gained flexibility and freedom
- Others are concerned about contamination risks

The task now is to find good ways for co-ordination and collaboration in this phase. And as always it is crucial with a good dialogue between employees and managers on what will work best for the team.
Leading from the distance in Phase 2
3 leadership priorities with regards to mental wellbeing

- Map and address mental health issues
- Align expectations
- Engagement and well-being in the team
Map and assess your employees’ situation

<table>
<thead>
<tr>
<th>Demands and resources</th>
<th>Social situation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Are there employees who have particularly difficult task with high priority, high risk, close deadlines or complex / difficult relations to stakeholders or collaboration partners? (Consider using the <strong>mapping of tasks</strong> tool below)</td>
<td>Based on what you know – are there employees living alone, having younger children that need home schooling or have other private conditions that makes their situation difficult?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Prior history / underlying condition</th>
<th>General need for close follow-up</th>
</tr>
</thead>
<tbody>
<tr>
<td>Be aware of employees who have underlying health conditions or who previously had mental health issues (e.g. stress, depression, anxiety).</td>
<td>Do you have employees whom you generally need to follow closely to ensure direction and prioritisation?</td>
</tr>
</tbody>
</table>

→ Conduct frequent 1:1’s based on individual needs. Consider what further support is needed / available.
Reading guide for the following resources on Aligning expectations from the distance

**Good to know:** Why aligning expectations is particularly important now

**Always** make sure expectations are clear and understood

**Consider** using this tool to map tasks based on urgency and degree to which task performance is affected by COVID-19
## Mapping tasks during COVID-19

To make sure you focus on the right thing, ask your employees to map and plot their tasks by using the below form. Subsequently discuss at your 1:1.

<table>
<thead>
<tr>
<th>Degree to which accomplishment of tasks are affected by COVID-19</th>
<th>Urgency</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>High</td>
</tr>
<tr>
<td>Not affected</td>
<td></td>
</tr>
<tr>
<td>A little or somewhat affected</td>
<td></td>
</tr>
<tr>
<td>Highly affected</td>
<td></td>
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What is important for engagement and well-being

**Influence**
Ability to influence decisions and how tasks are resolved

**Social support**
Good relationships where you care for each other and support each other

**Meaning**
Experience of making a difference and that one's work adds value

**Recognition**
You get recognition and feedback for your work

**Predictability**
Opportunity to plan own work. Confidence about the future

**Balanced demands**
Good balance between tasks that one masters and are challenged by
Self-care as leaders

As a leader it is your job to mobilise a sort of surplus energy so you can provide the support that your employees need from you.

Make sure to prioritise your own refuelling, otherwise you may create unease. Your employees know you - and know if you are ok.

You know yourself best, and you know what it takes: a morning run, fixed routines, yoga or quiet thinking breaks with a good cup coffee.

I ensure my own surplus energy by: