

How Managers can Help Employees Cope with Stress and COVID-19 Fatigue

Check in Routinely

- Meet with your team and individual employees to see how they are doing, to clarify expectations and to ask how you can offer support
- Discuss both job role tasks and work satisfaction
- Promote informal connections between and among individuals and teams

Share your Awareness

- Acknowledge the current challenges
- Let your employees know you are available to discuss their concerns
- Acknowledge strong feelings and intervene to resolve any conflicts before they escalate
- Encourage compassion to cope with disappointment in the shortcomings of colleagues and ourselves

Foster Resilience

- Acknowledge both strong performances and the important strengths that employees bring to their work
- Encourage employees to reflect upon how they may have grown through adversity in the past, and how they might tap into that growth now
- Examine your own level of optimism and what you are – and are not – conveying to your team. Cultivate your own resilience

Remain Adaptable

- Maximize flexibility as employees deal with inevitable breakdowns in dependent care and other critical resources that make work possible
- Create space for honest discussions about workload and fatigue

Encourage and Model Good Self-care

- Remind employees that now more than ever, self-care is essential to thriving
- Most employees look to their managers for emotional and technical skills. Remember that no leader, no matter how successful, is immune to fatigue/burnout.
- Be mindful of sending emails late at night, on weekends, while on vacation and at other times that might signal an expectation that the ideal worker should be “on” endlessly
- Take vacation time yourself and maintain only as much connectivity to work as is necessary
- If it feels comfortable for you to do so, indicate to others that you have used various work-life supports such as the EAP. Make use of the resources that you promote to others and know that your wellbeing matters to many. If you’re doing well, you can help others be well too

Resources for you and your employee

- Remember the EAP provides assistance to both employees and managers when personal or work issues are affecting job performance or behavior
- Regular reminders of available supports are important in reducing stigma and reluctance to seek help
- Remind employees that everyone deserves support for their unique concerns, however large or small
- Call the EAP when you are concerned about an employee and could use some consultation about how to help

Below are some internal resources to help with stress and burnout

- [All about the EAP, When to Call and How to Make a Referral](#)
- [Mass General Brigham EAP- COVID-19 Stress and Mental Health Resources](#)
- [Mass General Brigham EAP - Understanding Burnout in Healthcare](#)
- [RUOK Mental Health Awareness Initiative](#)

The EAP is always available for confidential assistance at 866-724-4327.

Adapted from Harvard University Work/Life

www.eap.partners.org

Confidential Work&Life Resources

1-866-724-4327

