



December 2020

Issue 12

COVID-19 Workplace Newsletter

The theme for this issue is Leadership. You will learn how leaders are making decisions and leading employees through the COVID-19 uncertainty. You'll read about the serious risks to women's leadership, in the wake of much success. And you will see how leaders can engage staff to maintain their productivity, keeping in mind the growing risks of burnout and fatigue.

If you are interested in the articles below, please contact the [IMF Library](#).

Contents

Leadership for Success	1
Women's Leadership	2
Leading for Staff Engagement	2

Leadership for Success

1. [What Working Parents Need From Their Managers](#) (Harvard Business Review, Dec 11, 2020)

Even during a pandemic, managers are under pressure to deliver results. They need to effectively lead their teams and drive performance while also supporting the work-life needs of employees, whether they have been called into in-person service or are now completely remote. Working parents, in particular, are struggling to balance their jobs with homeschooling and childcare.

2. [The Future's Top Workplaces Will Rely on Manager Development](#) (Gallup, Nov 13, 2020)

The needs of employees -- and the demands of the workplace -- have changed dramatically. And for the most part, the practice of management hasn't kept up at all. In fact, many "traditional" management practices aren't relevant anymore. Or even advisable.

3. [Leadership Imperatives for Success: Leading Through Uncertainty](#) (Harvard Business Publishing Corporate, Sept 22, 2020)

In the world of leadership and management, the three most feared words have always been "I don't know." This has held true in my discussions with leaders around the world over the last several months, where the consistent, underlying question has been, "Can someone predict for me what is going to happen so I can put a strategy together to deal with it?" Because we as leaders are wired to do exactly that. Define the problem and then figure out a way to deal with it. We just don't like uncertainty. We don't know what to do with "I don't know."

[4. How COVID-19 Is Redefining the Leadership Narrative](#) (Harvard Business Publishing Corporate, June 3, 2020)

In an attempt to understand the implications that COVID-19 is having on business and leadership, we recently conducted a series of in-depth interviews with C-suite business and HR leaders from around the globe. We found that, in these challenging times, leaders seem more intrinsically motivated to be visible, and have a heightened sense of responsibility and ownership.

Women's Leadership

[1. Women in the Workplace 2020](#) (McKinsey & Company, Sept 30, 2020)

This is the sixth year of the Women in the Workplace study—in a year unlike any other. This effort, conducted in partnership with LeanIn.Org, tracks the progress of women in corporate America. The data set this year reflects contributions from 317 companies that participated in the study and more than 40,000 people surveyed on their workplace experiences; more than 45 in-depth interviews were also conducted to dive deeper on the issues.

[2. COVID-19 and Women's Leadership: From an Effective Response to Building Back Better](#) (UN Women, June 30, 2020)

This brief shines a light on the critical role of women's leadership in responding to COVID-19 and preparing for a more equitable recovery. Across the globe, women are at the helm of institutions carrying out effective and inclusive COVID-19 responses, from the highest levels of decision-making to frontline service delivery.

[3. Will the Pandemic Reshape Notions of Female Leadership?](#) (Harvard Business Review, June 26, 2020)

Though many people have (very) strong opinions about whether women are managing the pandemic better, it is still too soon to capture data that makes this narrative foolproof. But regardless of how robust the evidence might be, this moment, unlike any we've ever known, opens new options for the future.

Leading for Staff Engagement

[1. Grief, Loss, Burnout: Talking About Complex Feelings at Work](#) (McKinsey & Company, Dec 8, 2020)

Leaders have always navigated emotional dynamics in the workplace—but not at the scale and intensity unleashed by the COVID-19 pandemic. Here's how to map this shifting terrain.

[2. Overcoming Pandemic Fatigue: How to Reenergize Organizations for the Long Run](#) (McKinsey & Company, Nov 25, 2020)

Pandemic fatigue: it's plaguing organizations and employees right now. In 2020, we've endured a global pandemic, a massive economic crisis, and widespread social unrest. Layer on top of that forces that are fundamentally reshaping societies—technological innovation, business-model disruption, societal inequality, and workforce automation—and it's clear that an epidemic of stress has been building, with the COVID-19 crisis as the tipping point.

[3. Five Lessons From the Pandemic: Light a Path Forward to the Future of Work](#) (Forbes, Nov 20, 2020)

As people isolated at home, team leaders became the organization's lifeline. It became their responsibility to not only focus on outcomes and organize the work accordingly, but also think about the moments that mattered culturally and foster trust in the organization. If they didn't have empathy, listening skills, the

trust of their teams, and the ability to communicate, manage, and lead, work suffered or at times didn't get done at all.

[Subscribe](#) to receive future newsletters. To unsubscribe from this newsletter, click [here](#) or contact Library@IMF.org. Missed an issue? Find past Post Covid-19 Workplace newsletters [here](#). Have a topic in mind? Tell us at Library@IMF.org

COPYRIGHT

The IMF Library observes U.S. and international copyright laws and is required to comply with its Copyright Clearance Center license agreement; you may not systematically download and store journal articles, reports, or data on your PC or distribute them to others. Additional restrictions on usage may apply. See [Copyright at the Fund](#). Have questions? Email Copyright@IMF.org



LIBRARY

Corporate Services and Facilities

Keep the conversation going: [Anti-Racism Resources](#) for essential reading, viewing, listening and tools. Visit the [COVID-19 Research Guide](#) for up-to-date analyses and data resources on the pandemic