

MAVENCE

Delivering Talent to Win in Public Affairs

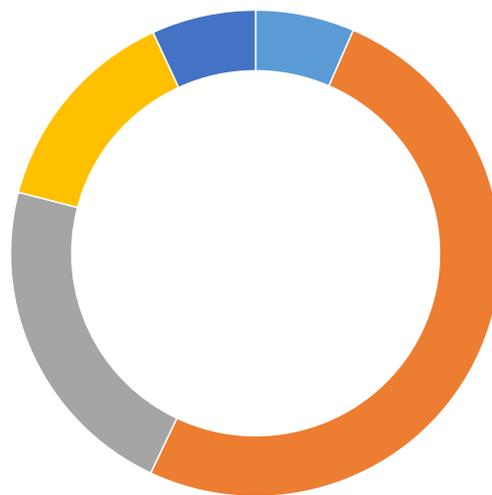
MAVENCE 2021 EMPLOYEE SURVEY: MOTIVATION & PERFORMANCE IN TIMES OF CRISIS



Nearly one year on from the beginning of the pandemic, our international public affairs network reflects on the way in which our personal and professional practices and expectations have changed day to day: discover what nearly 300 people across diverse sectors and levels of seniority have said about motivation and performance in times of crisis.



IMPACT OF COVID-19 - MOTIVATION

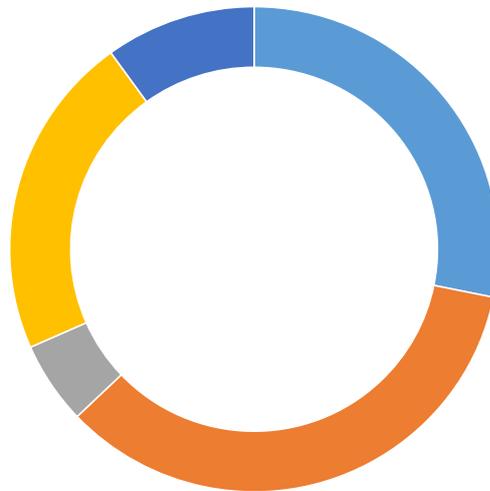


- No Impact
- Minor Negative Impact
- Major Negative Impact
- Minor Positive Impact
- Major Positive Impact

How would you describe the impact of Covid-19 and corresponding measures (such as social restrictions, quarantine periods, teleworking) on your motivation and happiness at work?



IMPACT OF COVID-19 - PERFORMANCE

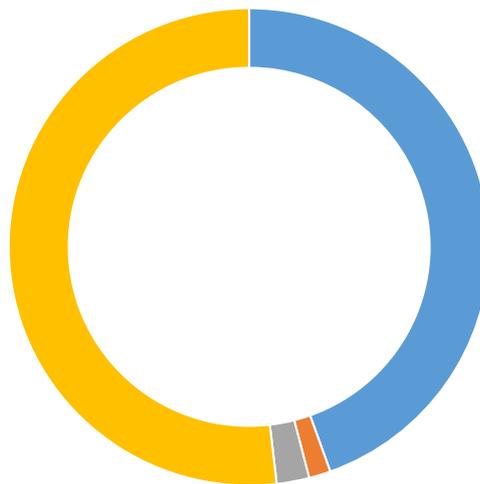


- No Impact
- Minor Negative Impact
- Major Negative Impact
- Minor Positive Impact
- Major Positive Impact

How would you describe the impact of Covid-19 and corresponding measures (such as social restrictions, quarantine periods, teleworking) on your performance at work (e.g. ability to deliver, quality, time management)?

ORGANIZATIONAL RESPONSE

- Mixed: e.g. uncertainty, and some challenges, but overall I feel personally secure
- Poor: e.g. lack of clear communication, difficult transition; widespread disruption or downsizing - I do not feel personally secure, and have concerns for the office as a whole
- Very bad: e.g. economic pressures or other factors have forced widespread restructuring or closures; I, or many colleagues, have been furloughed or let go.
- Great: e.g. strong response and clear communication from leadership; continued growth, minimum disruption and smooth transition to remote work. I personally feel secure, and have confidence in the office as a whole.

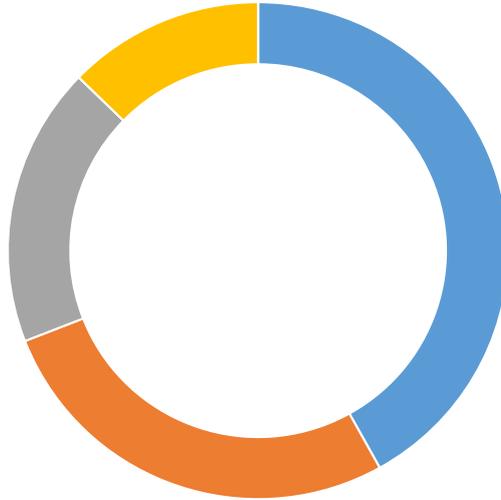


How would you describe your organisation's response to handling the evolving situation around Covid-19?





IMPACT FACTORS

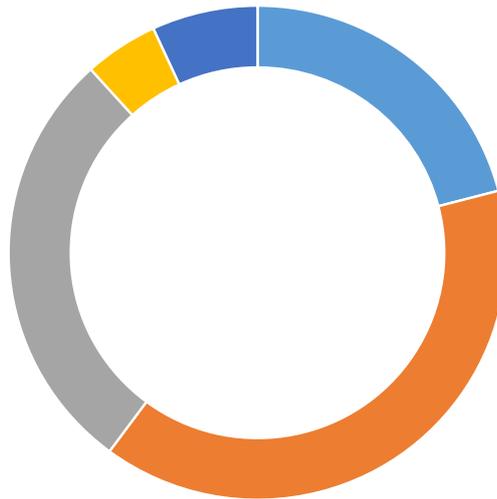


- Personal/emotional stress e.g. anxiety, uncertainty
- Practical Difficulties e.g. managing shift to teleworking, inadequate tools/facilities
- Professional/economic stress e.g. anxiety, uncertainty due to layoffs, economic downturn, furlough, or poor crisis management from leadership
- All of the above

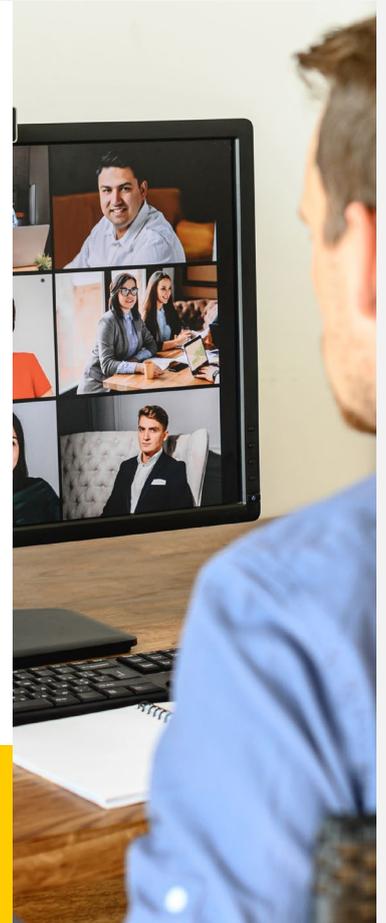
In terms of impact on your motivation and performance at work, what would you consider the most significant Covid-19 related factor?

BEST PRACTICES

- Regular communication from leadership on 'steering the ship' through uncertainty
- Greater flexibility in setting teleworking practices, rotations in office, formal working hours, collaboration in teams, etc.
- Adjustments in expectations (i.e. deliverables, timelines, processes) to reflect changing circumstances
- Hiring additional staff to help coordinate new working practices, or to help support projects
- Other



Considering your own motivation and performance, what actions or practices have made (or would make) the biggest positive impact for you and your organisation as a whole?





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