



# 對員工身心狀態的 敏感度如何培養

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員工的身心狀態如何，總是很直接地影響著工作表現，有時可能短期內看不出影響，時間一拉長，工作表現下墜的速度越來越明顯，若主管這時才豁然查覺，可能要花數倍的時間和心力才能拉起員工。



主管培養對員工身心狀態的敏感度，在管理上是具有積極意義的，讓主管能適時體察、適時予以關懷或轉介相關單位，是較省成本、也最能照顧到員工福祉的做法。

既然如此，哪些是身心狀態的警訊？又怎麼看出來呢？







# 身心狀態的黃燈警訊

## 01 外表

壓力影響生理與行爲，容易在外表上留下線索，包含員工的胖瘦體態上的改變、面容的變化等等。人在遭遇重大壓力時常常在飲食上有所改變，可能吃的更多、攝取更多高熱量的食物，也可能食不下咽，這些都會反應在體態變化上。面容的改變可能包含變得「憔悴」、膚況變差等，或是平時化妝的員工變得樸素或較不注重外表。





## 01 外表

外表上的改變是最容易察覺，也較能在一次見面或短短的時間內辨識出端倪的改變。在文化上，提及他人外表的變化有時是不禮貌的，儘管如此，仍建議主管在察覺到異樣時能予以關心地詢問，適當地表達你的關心之意，若誤會了適時道歉，勿因禮貌而耽誤了健康。







## 02 出勤狀況

出勤狀況的改變可能代表員工的生活步調有了改變，包含該休假不休假、該上班不上班，平常準時上班的最近時常遲到、平時準時下班的最近時常熬夜加班等。員工定有其考量才有了改變，可能是工作、家庭上的壓力，這樣的改變可能是長期的變化也可能是短時間內，例如上個月時常曠班或休假，與過去及當月的出勤狀況有明顯不同。







### 03 「變慢」

員工的步調變慢，可能是身心狀態的警訊，可能標示了員工的憂鬱狀態，或已在工作或生活上忙得焦頭爛額、接應不暇。變慢包含工作效率、良率降低，說話語速和反應變慢等。這樣的改變很直接地影響工作效率，十分容易察覺，對整個團隊的分工亦有顯著的影響。

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## 04 「變快」

員工在步調上變快，也可能是身心狀態的警訊，可能反應了員工的著急、躁進的狀態。包含在業務上的效率變好、語速加快、花更少的時間午休與用餐等。有時員工的「加快」在短期內的工作表現是提升的，若這樣的改變是突然發生而非漸進式地，長期來看可能會有不良影響，亦值得主管留意。







## 05 人際互動

例如個別員工變得較少與他人對話、互動，或相反變得更多、更頻繁，或員工彼此互動上的變化，包含鼓勵、閒聊、討論公事等的方式、頻率、時機上的改變。員工人際互動狀態的變化亦是個別成員或複數成員身心狀態改變的指標，有時不易查覺，主管可將變化記下來，若觀察一段時間確實有改變的徵兆，再向員工關心、詢問。







# 如何體察？

主管在體察員工身心狀態的作為就像中醫診療中，望（觀察）、聞（辨別）、問（詢問）、切（診脈），的前三步，主管可從一些職場互動中常見的場景中，嘗試實踐「望、聞、問」三功：

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## 01 日常互動中

包含在茶水間、電梯中、走去停車場的路上等，這些場所都可能是主管與員工暫時放下工作任務的小憩時刻，亦是雙方「巧遇」機率最高的場所，若主管考量刻意地關心會使員工不自在，可在偶遇時稍微留意員工狀況，或藉機關心與詢問。

## 02 善用開會時刻

會議常是部門員工齊聚一堂、共同商議同一件事的情境，較不會有各忙各的或步調不一致的情形。主管可借會議之便，觀察與會員工的神情、表達方式是否有別於以往、與會時的互動等細節，留意不尋常的變化和人際互動。







### 03 員工回報進度時多問一句

當個別員工因業務需求，與主管有個別面談會前來彙報工作進度時，主管除了提供業務上的指引與提醒外，亦可藉機鼓勵或關心員工，例如：「還忙得過來嗎」、「這陣子辛苦了，家裡和工作都還好嗎？」等，除了能聽到員工的心聲外，也讓員工能接收到主管的關心。

### 04 當壓力逼近時

當壓力逼近時，主管記得調高自身對員工狀態的敏感度，例如例行的年末業務量暴增、甫接到新案/新計畫時、人員異動時等，有可能造成員工壓力增加的短期事件發生時，都值得主管多加留意。

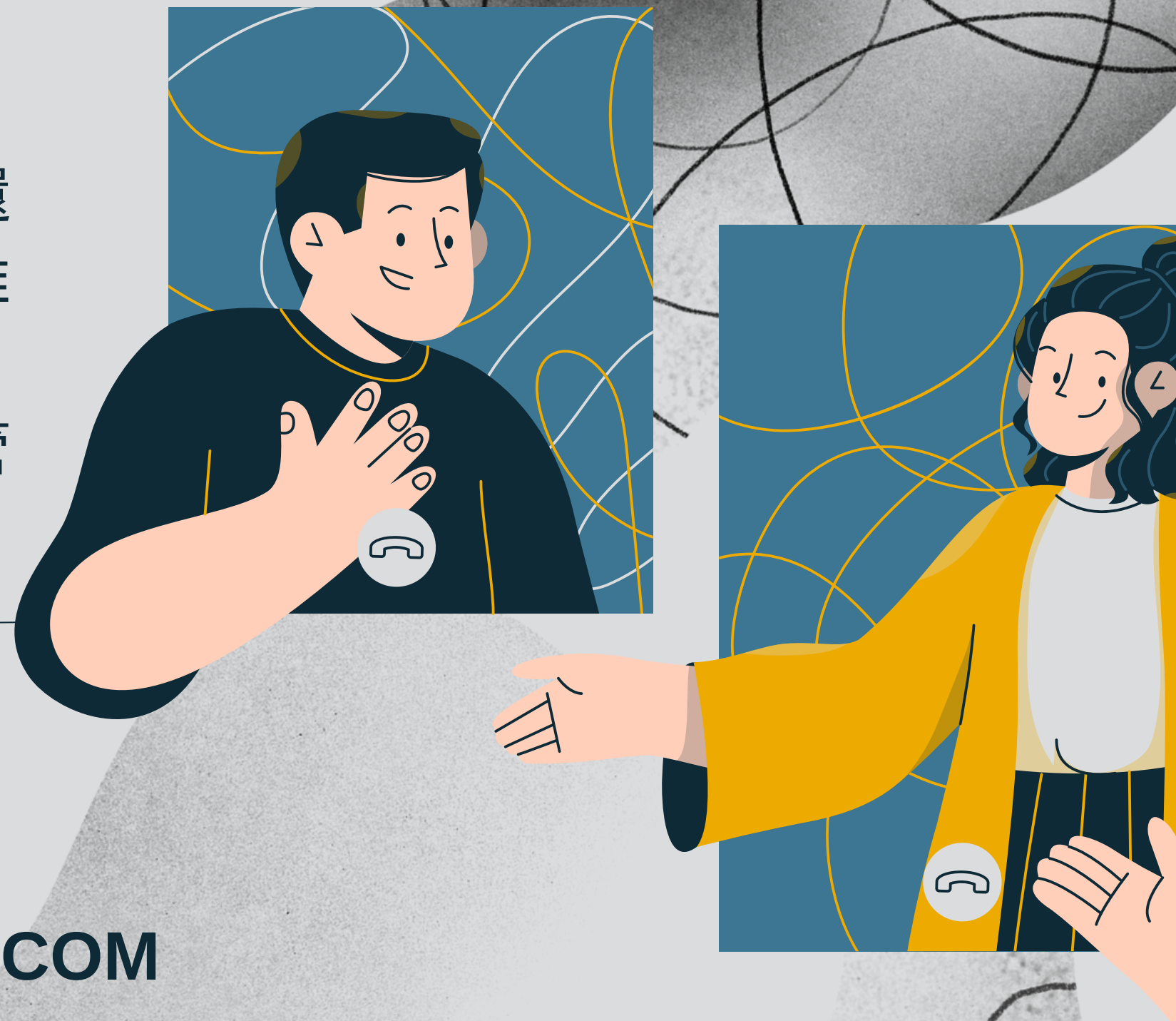






## 05 和你的員工保持連結

上述的互動都是保持連結的日常作為，其他還包含適時閒聊、聚餐、團隊的康樂活動等，維持好關係，讓員工知道「主管是在乎我的」，能增加員工有事說出來的機會，也能增加主管或相關單位即時提供協助的機會。



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# RESPONDING TO A CRISIS



**Implement your crisis response plan.  
Get in touch with your team.**

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**Remain calm and optimistic.**

Add audio or record yourself talking over a presentation, then share your video with everyone.

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**Show empathy and communicate effectively.**

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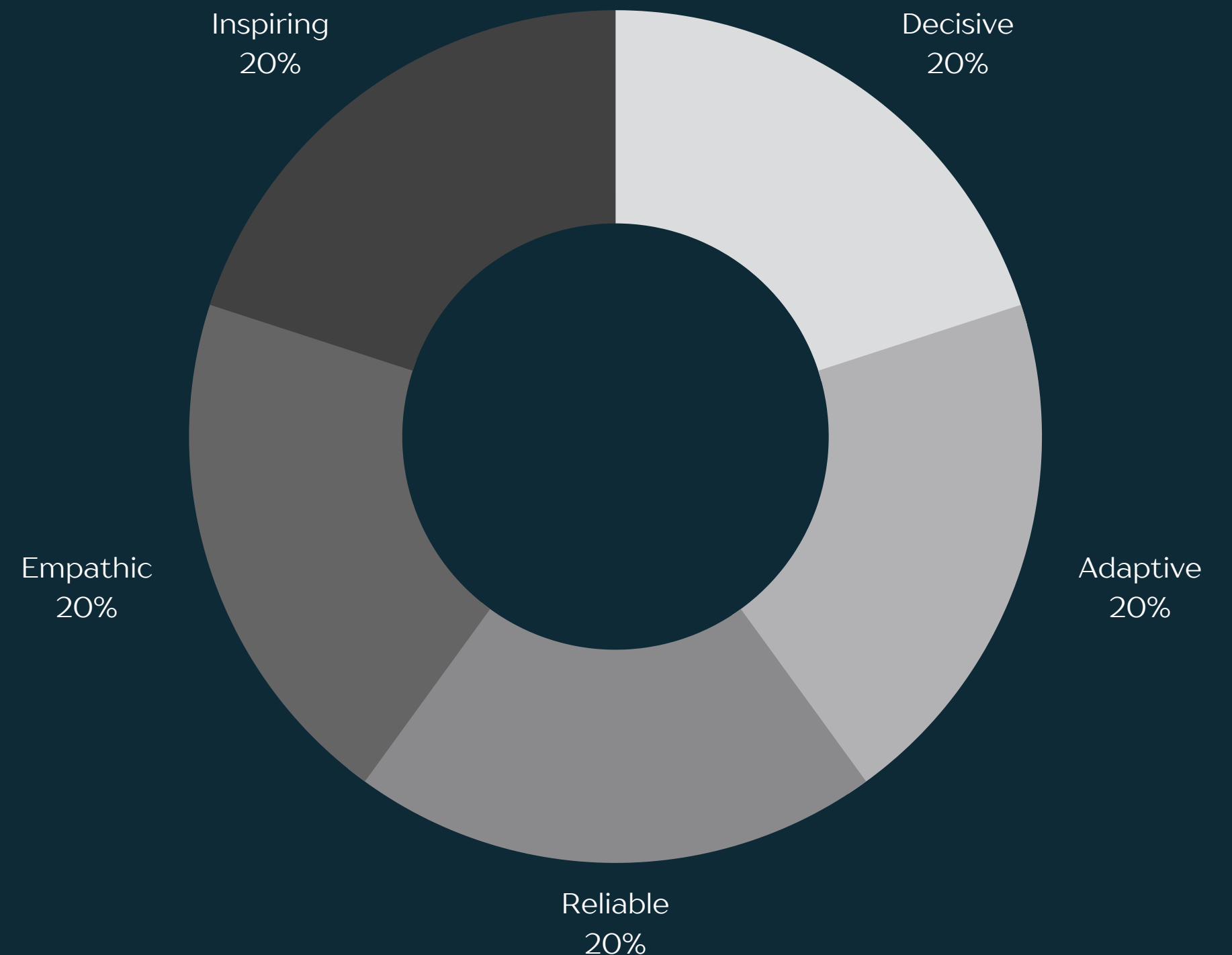


# EFFECTIVELY LEADING THROUGH A CRISIS

What do people look for in an outstanding leader

**Employees want a leader who is empathic to their own situation.**

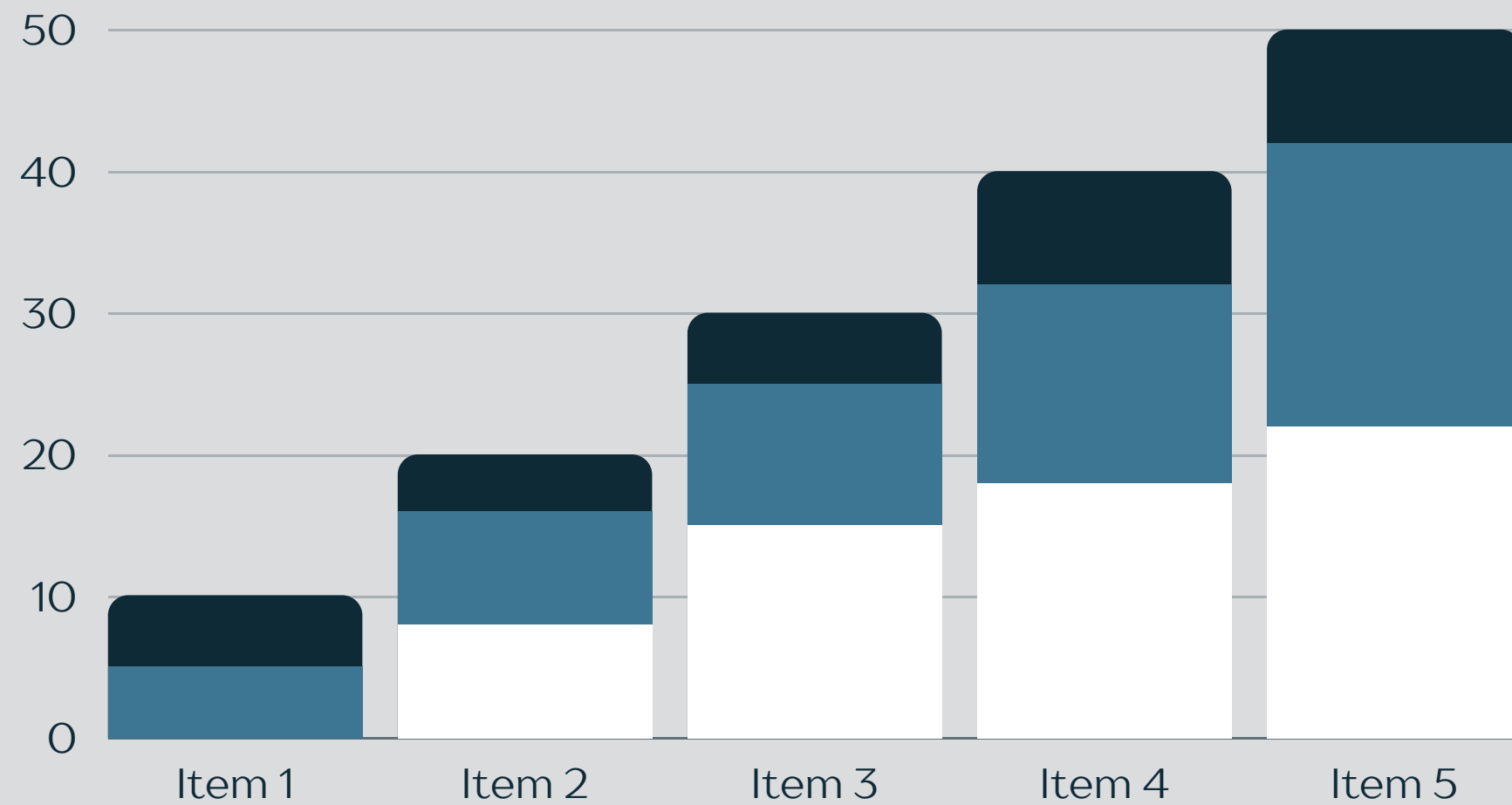
Visualize complicated and dense information with graphs and charts. These are visual aids that help add more context to the topic you are discussing.





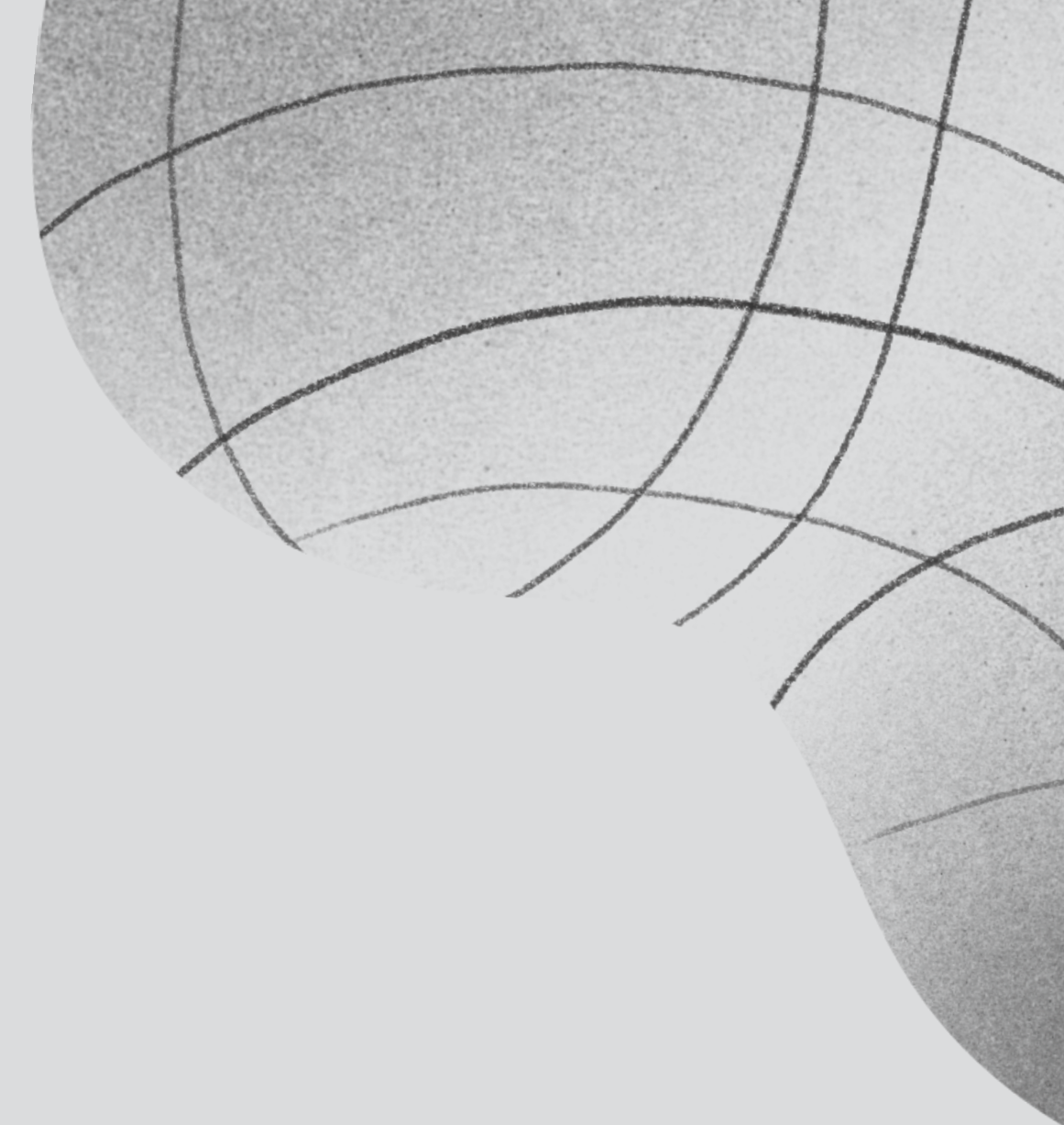
# LEARNING FROM A CRISIS

Unusual events such as the current pandemic are opportunities to grow.



**A number of organizations have seen growth in spite of the crisis.**

Visualize complicated and dense information with graphs and charts. These are visual aids that help add more context to the topic you are discussing.







# COMMUNICATING IN A CRISIS IS VITAL.

That's where firms like  
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# SUMMARY



Leading through a crisis is more than managing unusual events.



Plan for different situations.



Communication with all stakeholders is important.



Be proactive rather than reactive.



Look at the crisis as an opportunity to learn, grow, and transform.

In a survey on the impact of the pandemic on their organizations,

62%

**used a crisis response plan**

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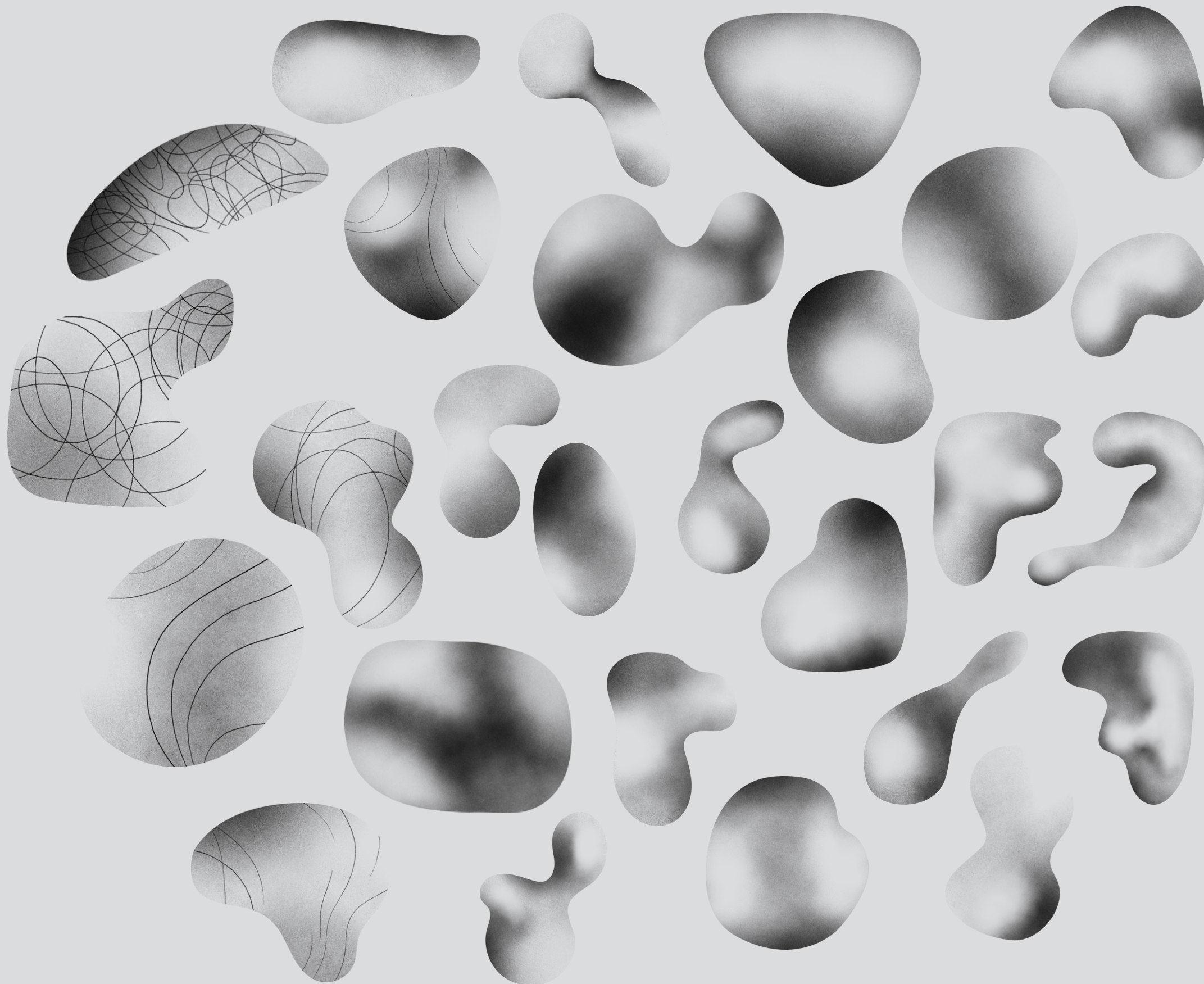
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Date of Workshop



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# RESOURCE PAGE

**B** for blur

**C** for confetti

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**D** for a drumroll

**O** for bubbles

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**Q** for quiet

**X** to close

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Any number from **0-9** for a timer

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