Tips For Supporting Staff
During Volatile and Uncertain Times

Uncertainty about funding, contracts, and job security can be highly stressful for staff.

How an organization and its managers respond and communicate during uncertain times shapes employees' trust and stability.

Acknowledging concerns and providing clear, steady leadership helps staff navigate uncertainty with greater resilience.

This resource offers advice to managers on supporting staff, maintaining morale, and fostering wellbeing during seasons of workplace volatility.

➤ **Acknowledge the impact:** Uncertainty creates stress and anxiety. Even if you don't have answers, acknowledge what's happening and how it may affect your team.

➤ **Communicate clearly and honestly:** Share what you know—and what you don't—even when there are no updates. Be transparent and tell staff you will keep them informed as you are able.

➤ **Check-in and offer support:** Schedule brief check-ins, validate concerns, and listen without trying to "fix" things. A simple "This is really tough, and I understand why it's stressful" can really help.

➤ **Provide flexibility and reduce pressure:** Staff may need time to process uncertainty. Delay non-urgent tasks and reduce work-related pressure where possible.

➤ **Encourage self-care and peer support**: Promote taking regular breaks, creating structured routines, and peer connections. Share resources and contact details for support services, and model good self-care.

➤ **Lead with calm and clarity:** Your team takes cues from you. Stay steady and compassionate. If overwhelmed, center yourself before addressing staff. When uncertain, it's okay to say: "I don't have updates yet, but I'll share as soon as I do."

➤ **Remember that people respond differently:** Staff will react in a variety of ways—with frustration, by withdrawing, by seeking constant updates, or wanting to take immediate action. Approach everyone with flexibility and empathy, recognizing that their needs and reactions may change over time.

➤ **Help staff focus on what they can do**: Guide staff towards tasks that add value regardless of future funding decisions, such as process improvements, documentation, or professional development. Staying proactive can reduce stress and foster a sense of control.

KONTERRA
RESILIENCE