



Gérer dans un contexte jamais vécu auparavant

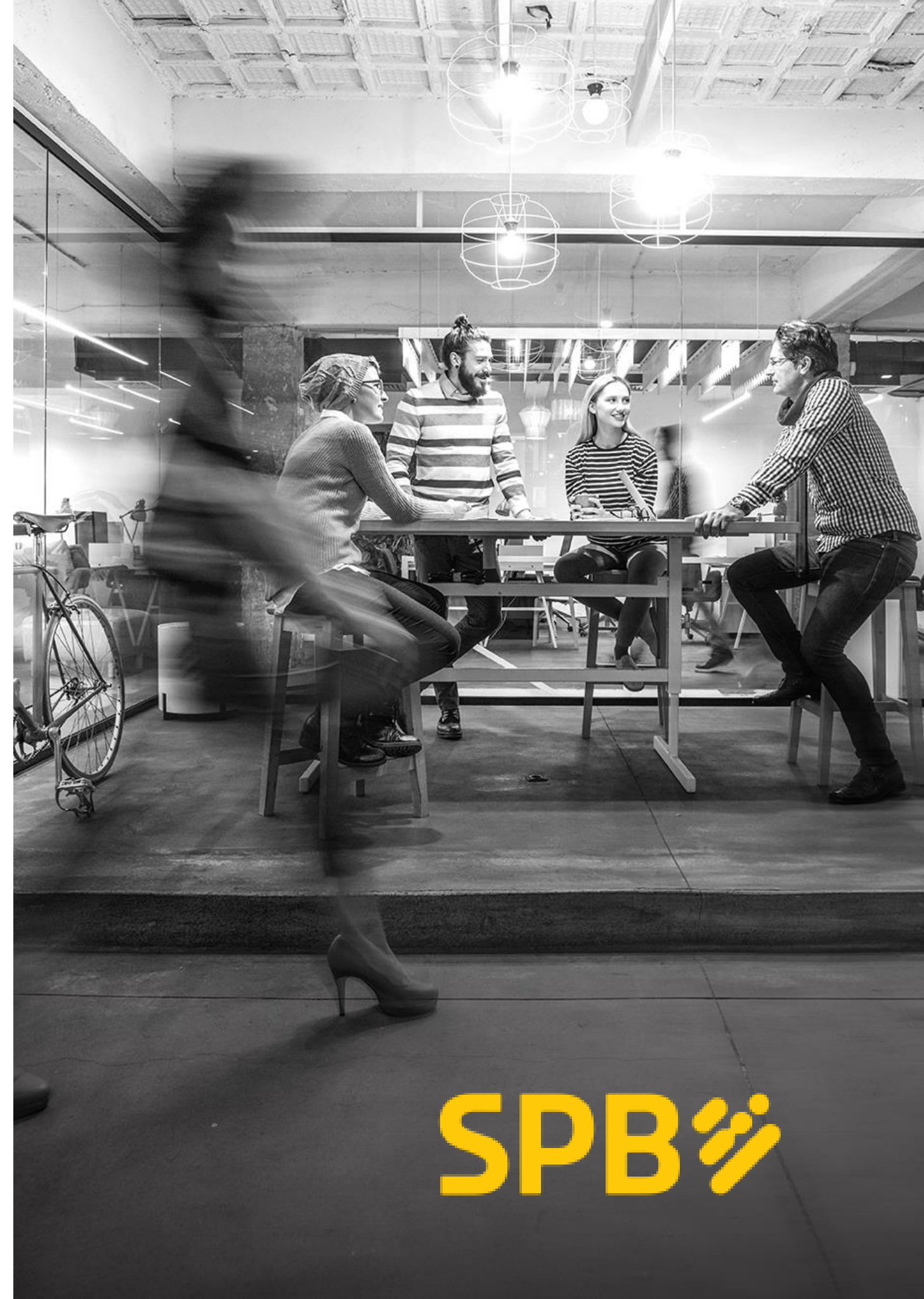
Journée RH du 7 avril 2020

CRHA

SPB

Objectifs

- Reconnaître le caractère unique de ce qu'on vit et les réactions normales que cela génère chez les gestionnaires et leurs équipes
- S'outiller pour gérer dans le contexte de la COVID-19



SPB 

COVID-19

UNE SITUATION JAMAIS VÉCUE AUPARAVANT

■ Inconnu

■ Imprévisibilité

■ Impuissance

■ Insécurité

Phases d'ajustement à une situation de crise

La chute

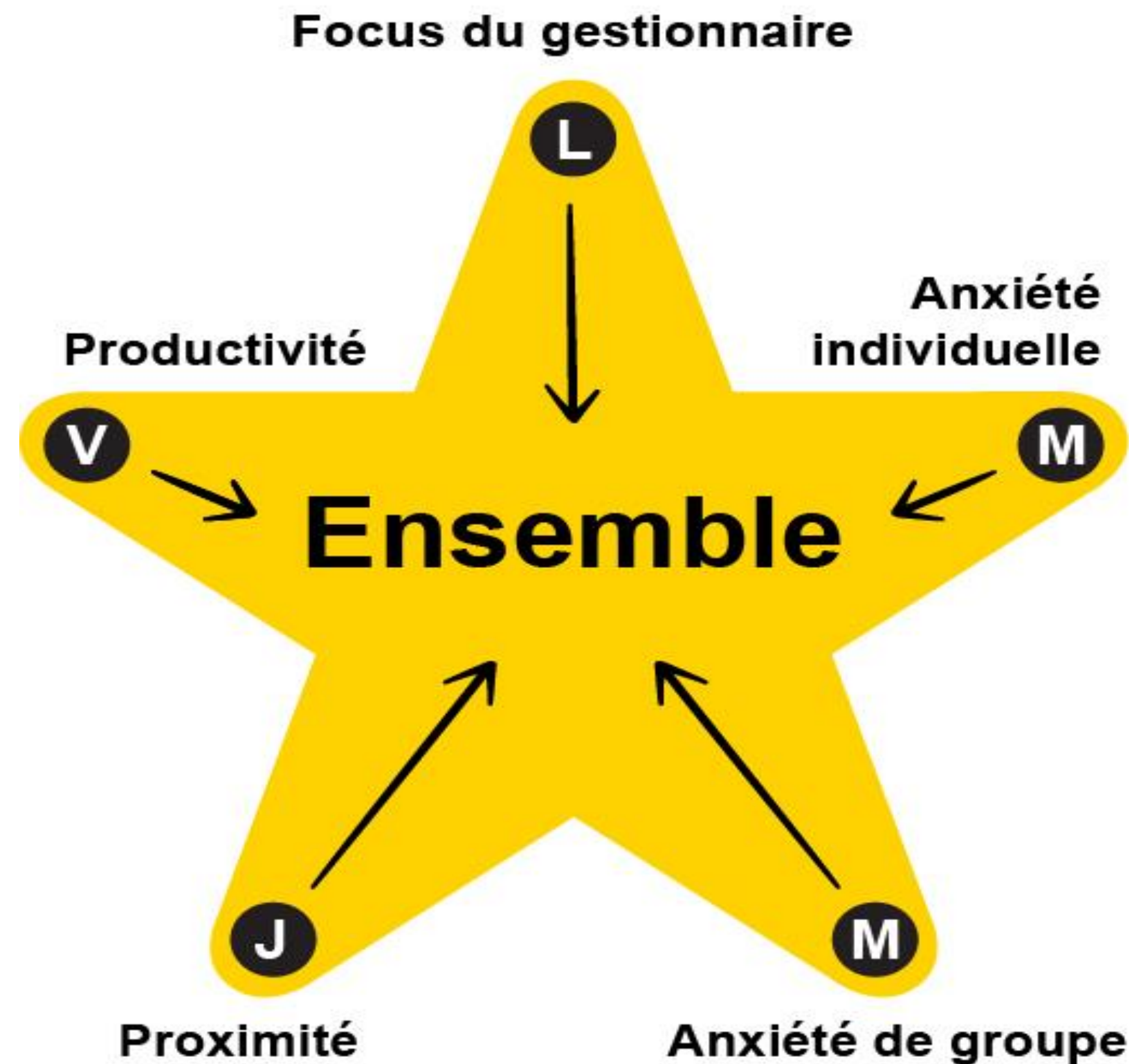
La survie

L'ajustement

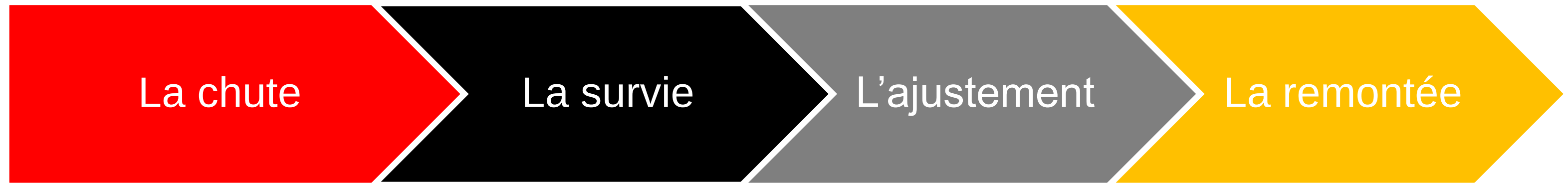
La remontée



Cinq axes de soutien à la gestion



Disponibilité pour se développer



Vraiment pas
le moment!



Seulement des
réponses éclairs
aux questions



Micro-
apprentissage
ciblés au contexte



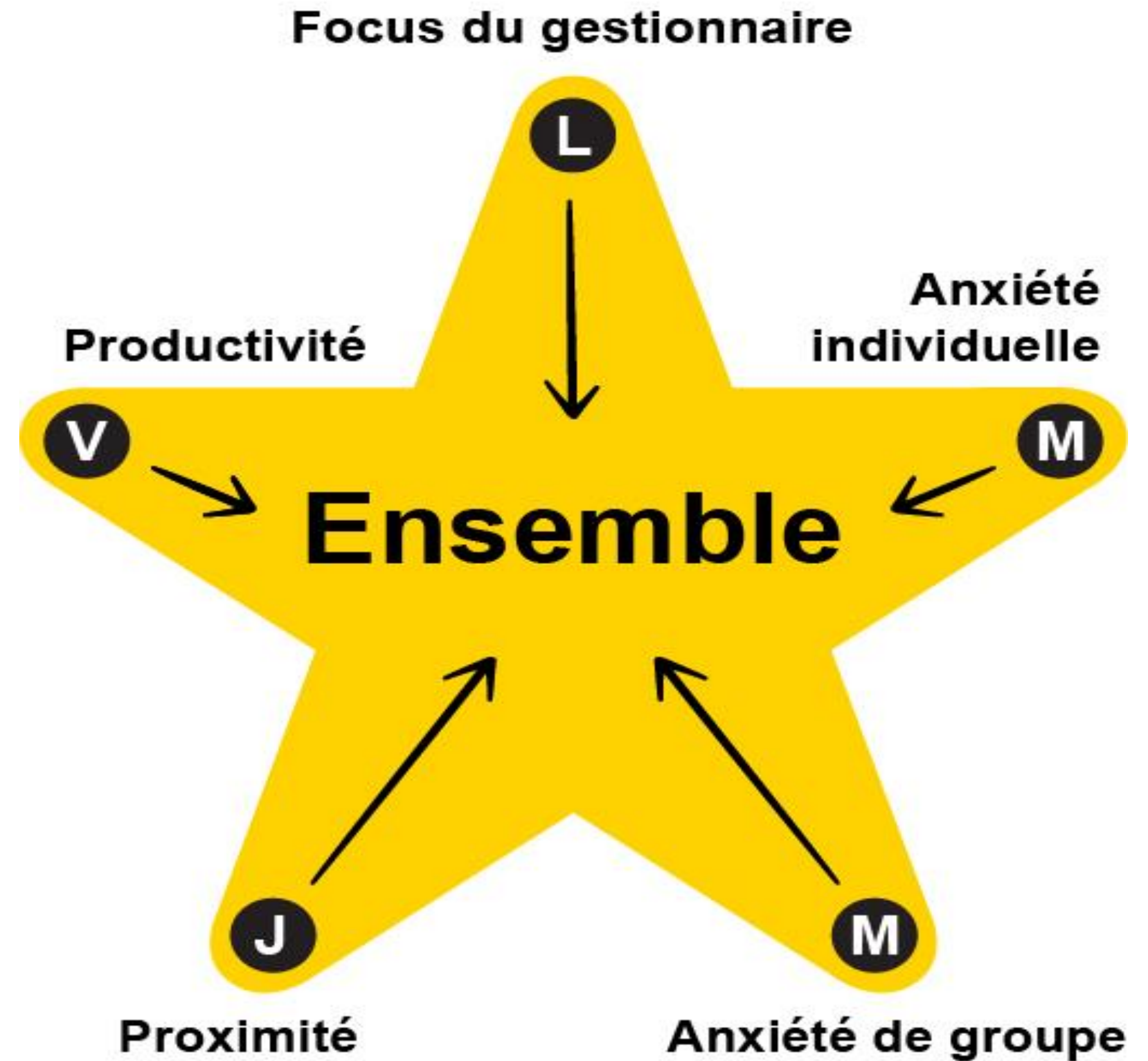
Apprentissages
sécurisants

Parcours virtuel COVID-19

		Semaine 1 CARTES 1 À 5 🕒 10 min / carte	Semaine 2 CARTES 6 À 10 🕒 10 min / carte	Semaine 3 CARTES 11 À 15 🕒 10 min / carte	Semaine 4 CARTES 16 À 20 🕒 10 min / carte
● Focus du questionnaire	Lundi	Comprendre mes comportements en tant que leader en situation de crise	Manger l'éléphant une bouchée à la fois : morceler les objectifs	Maximiser ma concentration : la neuroscience à la rescousse	Conserver sa motivation : connaître les leviers
● Gestion de l'anxiété individuelle	Mardi	Prendre son propre pouls : <i>scan</i> tête - corps - cœur	Préserver son énergie vitale	Rester concentré sur le moment présent	Gérer les attentes envers soi-même
● Gestion de l'anxiété de groupe	Merc.	S'intéresser à chaque employé en tant que personne entière	Cultiver la bienveillance	Instaurer et développer une communauté d'entraide	Agir comme chef d'orchestre
● Proximité entre les membres de l'équipe	Jeudi	Créer un sentiment de confiance	Apporter un soutien à l'autonomie	Créer la proximité en groupe	Reconnaître les efforts et les bons coups
● Maintien d'une productivité d'équipe	Vend.	Alignement quotidien de l'équipe	Gestion de la capacité individuelle et collective	Utilisation efficace des outils de gestion	Vérification des livrables hebdomadaires

Section 1

Focus du gestionnaire



Comprendre mes comportements

The background of the image shows a dark wooden desk with several white sticky notes scattered across it. Each sticky note contains hand-drawn wireframes for a user interface. One note is labeled 'THIS IS A HEADER' and shows a header layout with a logo, navigation links, and a search bar. Another note is labeled 'POST FEED' and shows a grid of post cards, each with a profile picture, name, and content area. A third note is labeled 'THIS IS A VIDEO' and shows a video player layout. There are also some blue pens and a small notepad in the background.

Morceler les objectifs



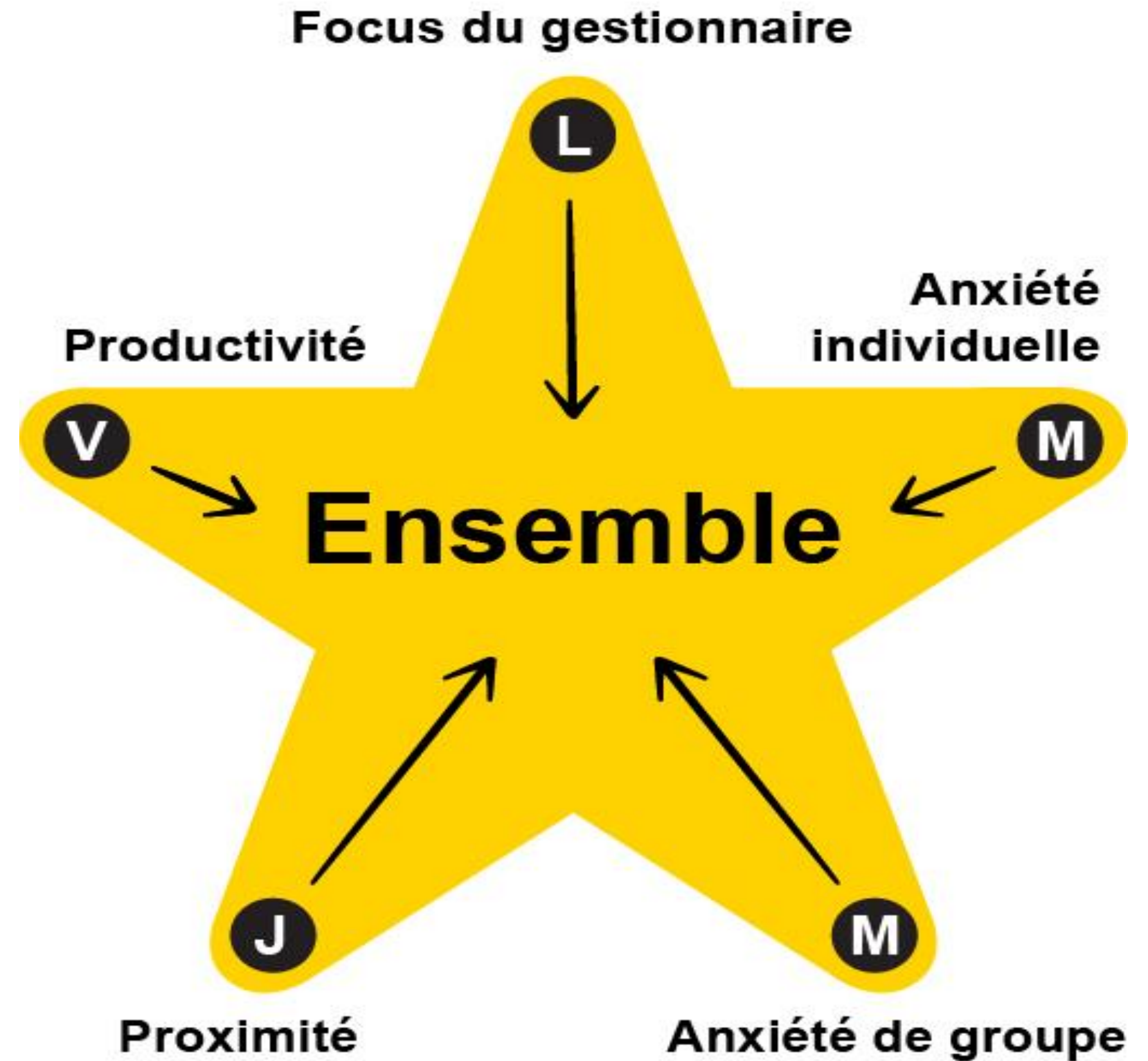
Maximiser ma concentration



**Conserver
ma motivation**

Section 2

Gestion de l'anxiété individuelle





**Faire un scan
tête/corps/cœur**



**Gérer
mon énergie**



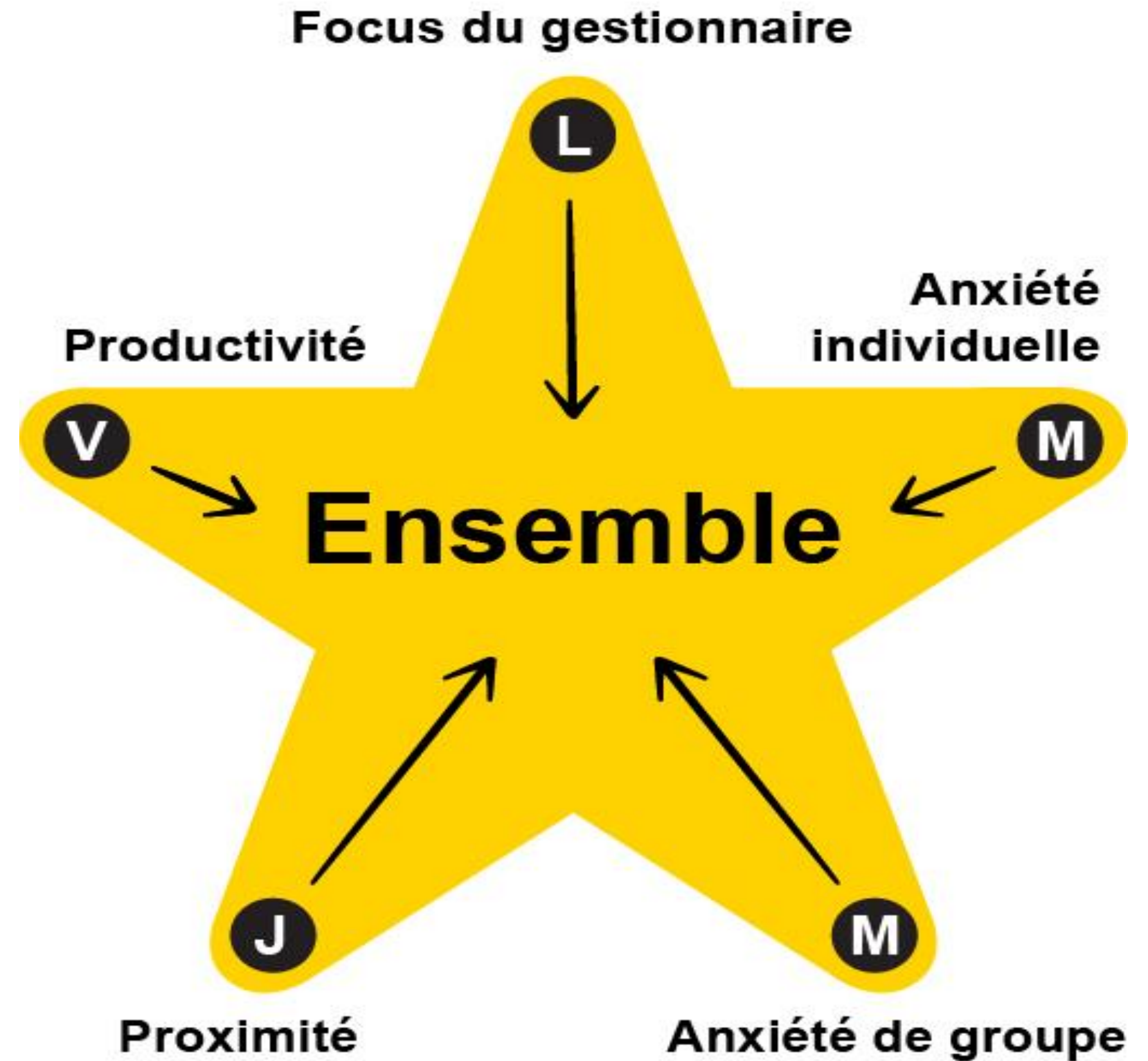
**Rester dans
le moment présent**



**Gérer
mes attentes**

Section 3

Gestion de l'anxiété de groupe



A woman with brown hair tied in a ponytail, wearing a blue and white striped button-down shirt, is shown in profile, looking towards a man. She has her hands clasped near her chin, holding a pen, and appears to be listening intently. The man, seen from the back, is wearing a dark suit. The background is a blurred office environment with large windows and structural elements.

**S'intéresser
aux personnes**

A photograph of four women sitting in a circle on modern chairs, engaged in a discussion. The woman on the left is wearing a light-colored blazer and patterned pants. The woman next to her is wearing a white long-sleeved shirt and light blue jeans. The woman on the right is wearing a blue denim shirt and a grey skirt. The woman on the far right is wearing a light-colored blazer and a grey skirt. They are all looking towards the center of the circle. The background is a plain, light-colored wall. The floor is made of light-colored wood.

Cultiver la bienveillance

A photograph of two women in a dimly lit office environment. The woman on the right has long blonde hair and is looking directly at the camera with a serious expression. The woman on the left has dark hair and is looking down at a computer monitor. In the background, another person is visible working at a desk with a computer. The overall mood is professional and focused.

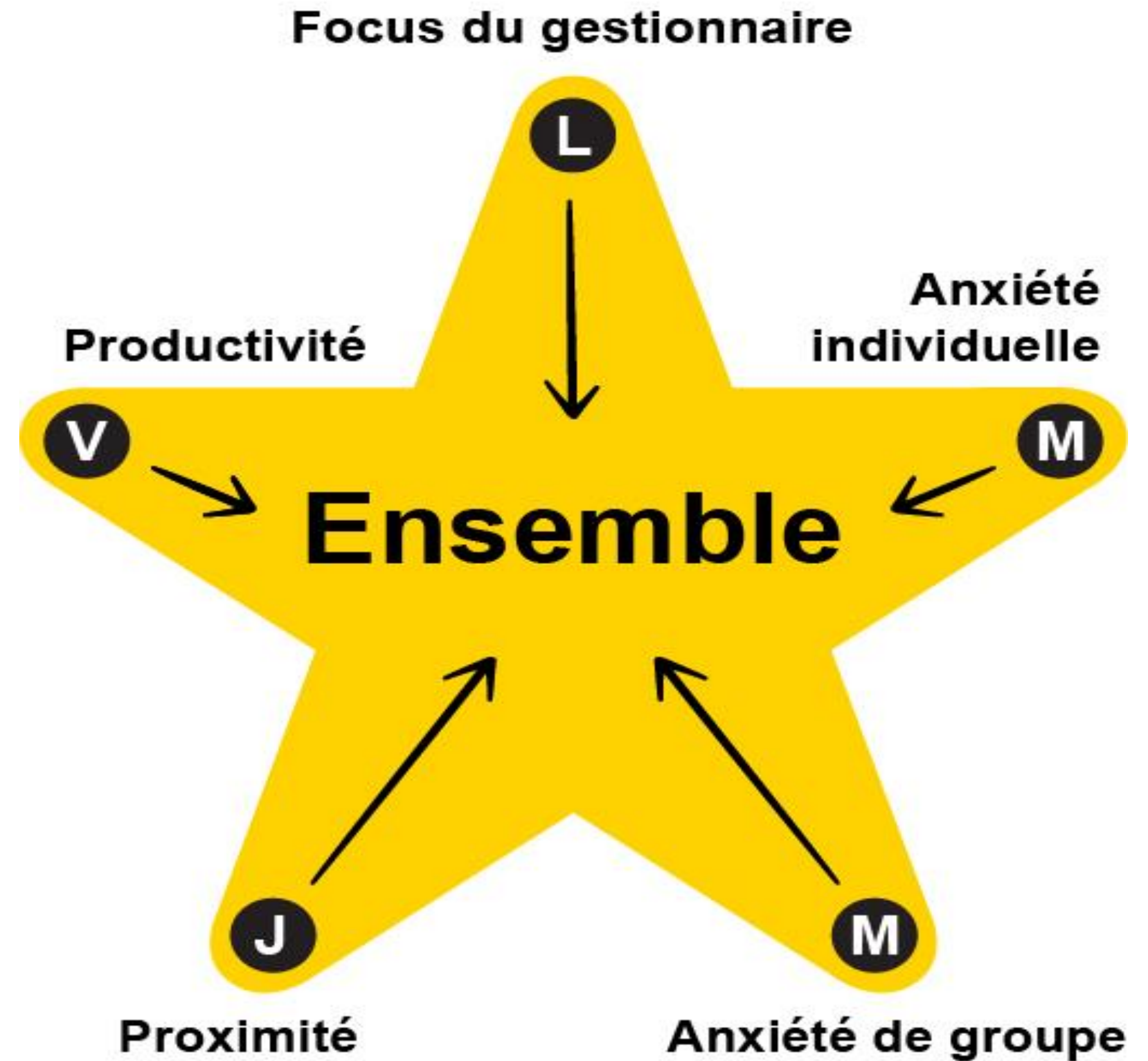
**Développer
l'entraide**

A close-up photograph of a conductor's hands. The right hand holds a baton, with the thumb and index finger gripping the dark wooden handle. The baton's shaft is light-colored and extends diagonally across the frame. The left hand is positioned below the right, palm facing down, with fingers slightly spread. Both hands are fair-skinned and appear to be of a middle-aged man. The conductor is wearing a dark suit jacket over a white dress shirt, with the shirt cuffs visible. The background is a solid, deep black, which makes the hands and the baton stand out. The lighting is soft, highlighting the contours of the hands and the texture of the clothing.

**Agir comme un
chef d'orchestre**

Section 4

Proximité sociale





**Créer un sentiment
de confiance**

A man and a woman are sitting at a desk in a modern office, working together on a laptop. The man is on the left, wearing glasses and a blue shirt, holding a pen and a notepad. The woman is on the right, wearing a dark dress, looking at the laptop. They are both smiling and appear to be in a collaborative work environment. The office has large windows in the background, letting in natural light. There are also some plants and a lamp visible in the scene.

**Apporter un
soutien à l'autonomie**

A group of diverse people are standing together, hugging, and looking out at the ocean under string lights. The scene is set outdoors, likely on a beach or a waterfront promenade, during the golden hour of sunset or sunrise. The sky is a soft mix of orange, yellow, and blue. A black cord with several warm-toned string lights hangs across the top of the frame. The group consists of at least five people visible from behind. On the left, a man with a beard and glasses wears a red and blue plaid shirt and a blue bandana. Next to him is a woman with dark hair wearing a bright yellow sweater. In the center, a man with glasses and a light blue button-down shirt has his arms around the woman in yellow and another person. To his right, a person wears a straw hat and a light blue denim jacket. On the far right, a man with a beard and a topknot hairstyle wears a dark green t-shirt. Another person with curly hair and a blue plaid shirt is partially visible on the far right. The overall mood is warm, intimate, and communal.

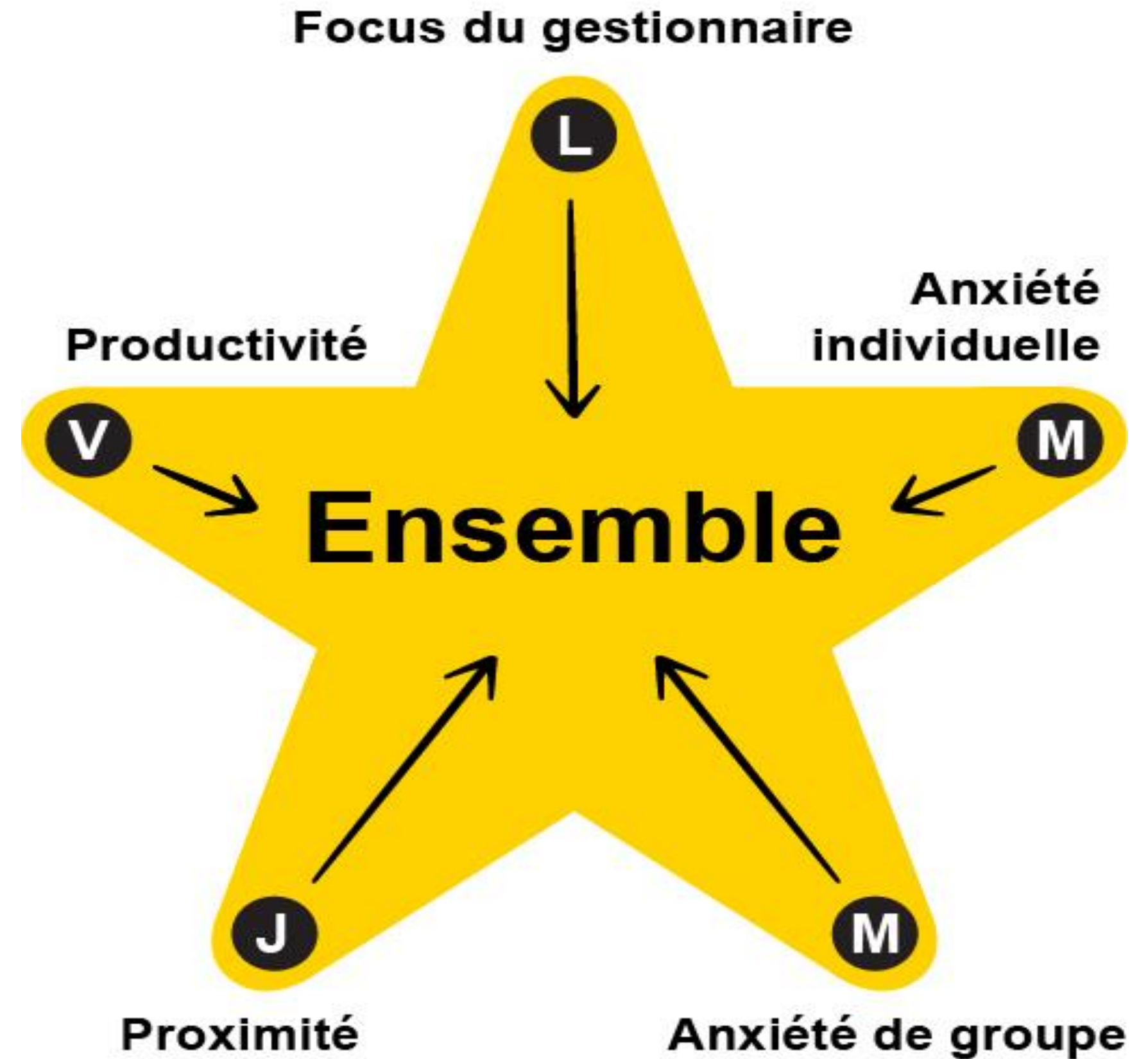
**Créer la
proximité en groupe**



Reconnaître les
efforts et les bons coups

Section 5

Productivité





Alignement quotidien de l'équipe



**Gestion de la capacité
individuelle et collective**

A top-down view of a dark wooden desk. In the upper right, a black leather folder is partially visible. Below it, a silver pen with gold-colored accents lies diagonally. Next to the pen is a black smartphone with a silver bezel. In the bottom right corner, a portion of a silver laptop keyboard is visible, showing keys like 'fn', 'ctrl', 'alt', 'cmd', and arrow keys. A semi-transparent dark grey banner is at the bottom, containing white text.

**Utilisation
efficace des outils**



Suivi des livrables

**On ne peut arrêter les vagues,
mais on peut apprendre à surfer.**

Swami Satchitananda



**Un élément que
je retiens et qui
me sera utile**

SPB 



**Merci
et surtout,
prenez soin de vous!**

Julie Carignan, M. Sc. A., M. Ps., CRHA

Associée | Psychologue organisationnelle

jcarignan@spb.ca c: 514-519-2080

www.spb.ca | info@spb.ca

SPB 