



# Managing COVID-19 Fear and Stress

Part 3: Common Pitfalls That Plague Teams During a Crisis –  
and How to Fix Them

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- You need to begin by questioning your assumptions about human behavior and making sure they match reality
- Newell's Theory of Constraints provides a useful framework for understanding how structural constraints related to human functions, like cognition, interact with task constraints (what are we expecting people to accomplish) and environmental constraints (what is going on around them)
- Understand that multi-tasking is a misnomer. Errors will increase.
- Task saturation, or too much to do with too few resources, can lead to poor performance, errors, and burn-out. Overwork does the same.
- **Operational stress controls** can be built into your organizational systems to improve morale, take care of your employees, and ensure that your team is resilient and successful.
- There are things you can do before, during, and after a crisis to foster team resilience and a high level of performance
- Be sure to validate the concerns of teams, normalize their emotional and cognitive reactions, and empathize with the struggles they are experiencing.