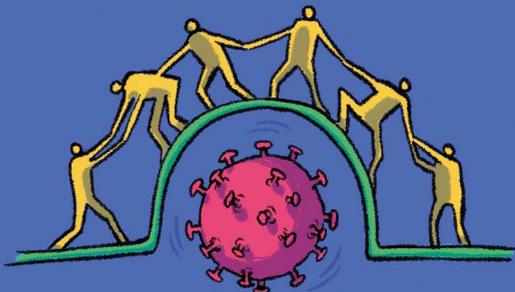


## NUMBER 8:

# Without the NEW LOOK imposed by Covid, our Companies are doomed to die



*Our coworkers, regardless of their positions, will not be rivals, nor will they be “bosses”, but will become EQUAL, with whom we will share a section of the road ahead as well as some dreams, projects and goals.*

*Leaders who still see others as obstacles that “must be overcome” or pieces that “must be placed somewhere” have gone down in history. Leaders who do not want to know themselves in order to properly know their people around have gone down in history. Leaders who do not know how to ask for help have gone down in history.*

*We have fully entered the era of INTERDEPENDENCE. And this one has also come to stay:*

- New times require **cultivating relationships** by listening, acknowledging and reaching agreements that allow us to move forward TOGETHER. It is the moment to seek alliances and share purposes, define responsibilities, individual and collective, to share commitments and paths.
- Interdependence implies **communication**, which means putting in common and sharing the identity, the day-to-day and the company's project.
- The time for recipes and good intentions has expired. It is necessary to design a common style, a way of doing things, a DNA that makes us **abandon performance to move on to commitment**.
- This crisis has taught us that when people are allowed to organize themselves in order to **continue working according to their individual circumstances** (young children, elderly dependents, etc.), **people increase their well-being and companies increase their productivity**.
- We ought to create **environments of trust** where information, cooperation, creativity and emotions flow.
- With **fear management** we have also learned to set in motion new dynamics that have enabled us to face new demands.
- **We managers do not have all the solutions, nor do we need to have them.** Listening to our people and implementing what they propose, gives us the strength to adapt quickly to the sudden changes imposed by the pandemic. We could never have done it alone.

## Links:

### A Guide to Building a More Resilient Business

Declaration of interdependence: B Lab Global's Andrew Kassoy



Leading into the Post-Covid Recovery