



Manager Briefing

How to respond:

1. Be **tolerant** of a wide range of individual responses and emotions among employees and each other. Encourage **acceptance** and **sensitivity** among individual members of work groups regarding these different responses.
2. Be visible and available to employees.
3. Allow for **continuing need to talk**, share and compare events. Encourage employees to communicate about their feelings and what's been helpful for them.
4. Create/Support activities that **re-establish a sense of control**:
 - hold structured meetings
 - allow people to set goals and determine priorities
 - allow people flexibility to “pace” themselves in returning to work.

Behaviors that may be present for some time:

- Vigilance and jumpiness
- Concentration problems
- Phobias
- Fatigue
- Need to re-establish control
- Irritability: people being short with each other
- Grief/crying
- Talking – recounting experiences many times over