

MAN_12 - The benefits of empathetic leadership in the work environment - A case study: Laboratory of virological technology (LATEV)

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Introduction: The pandemic has increased the care with physical and mental health, broadening the view on people and their essentiality to the company. The remote work model challenges the manager to balance work demands with the personal routine. An empathetic leader needs to distribute activities without overloading or affecting the deliveries. Creating moments of welcoming emotions and acknowledging feelings contributes to improving the way we relate to each other and the work environment.

Objective: Analyze the impact of empathetic leadership on the LATEV workplace environment.

Methodology: Were used murals dynamics to allow teams expression and reflection about the influence of these feelings in their lives and work. The murals had as a premise: to bring good memories, relaxation moments and achievements reminder, to know the team's feelings, recognition, reflection of personal and professional desires, and to bring hospitality. To evaluate the emotional situation and the perception of satisfaction within the teams, a questionnaire was applied to the employees.

Results: Six murals and a final presentation were assembled. The questionnaire had a adherence of 89.8%, and revealed that 80% of the employees believe that the dynamics helped and 92.5% said that it brought relaxation. Eighty percent of the participants said that the dynamics brought reflection on the theme and had application in their routine. The most present feeling in relation to the end of the year tribute was affection, followed by pride and belonging. The dynamic with the most engagement was the one about expectations for 2022, followed by the Christmas theme, and the dynamic with balloons to work on emotions, days of struggle and glory. Ninety percent of the interviewees felt at ease to participate in the proposed dynamics. After building a wall of pictures, the most reported feelings were pride, memories, joy, longing for friends, and hope. Finally, six dynamics were suggested.

Conclusion: Throughout all the reported actions LATEV reinforced that emotions influence the work environment and, if welcomed and worked on, can have a beneficial effect on integration among people, understanding, and tolerance among the team, building a safe environment.

Keywords: Empathetic leadership; Workplace environment; Beneficial effect