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Managing your Human Capital through COVID-19

Navigating your organization
through uncharted territory

As public authorities are taking decisive action to respond to the emerging health threat of COVID-19, business leaders are challenged with **navigating their Human Capital through uncharted territory**. This highlights the need to be a resilient leader in a fast-adapting context. Regardless of the extent of the impact of COVID-19 on an organization, we believe there are five fundamental qualities of **resilient leadership** that distinguish successful CXOs as they guide their organizations through this crisis:



Design from the heart... and the head.

Recognizing the impact of the crisis on the people that drive the organization is essential. Resilient leaders find the perfect balance between **empathetically** 'walking in the shoes of employees' and hard decisions to **protect financial performance** of the organization.



Put the mission first.

Organizations in the middle of a crisis are coming **across numerous urgent issues**. Resilient leaders are skilled at triage, taking immediate action on the most pressing of these and turning issues into opportunities aligned with the business purpose.



Aim for speed over elegance.

Perfect is the enemy of good, especially when swift response is required. Resilient leaders take **determined and bold action, based on imperfect information**. This might be the perfect momentum to encourage initiative in combination with offering clear objectives.



Own the narrative.

There is a fine balance between communicating before having all of the facts and being too late to comment. Resilient leaders grasp the opportunity **to be transparent** about current realities, while also emphasizing on the **compelling prospects in the future**.

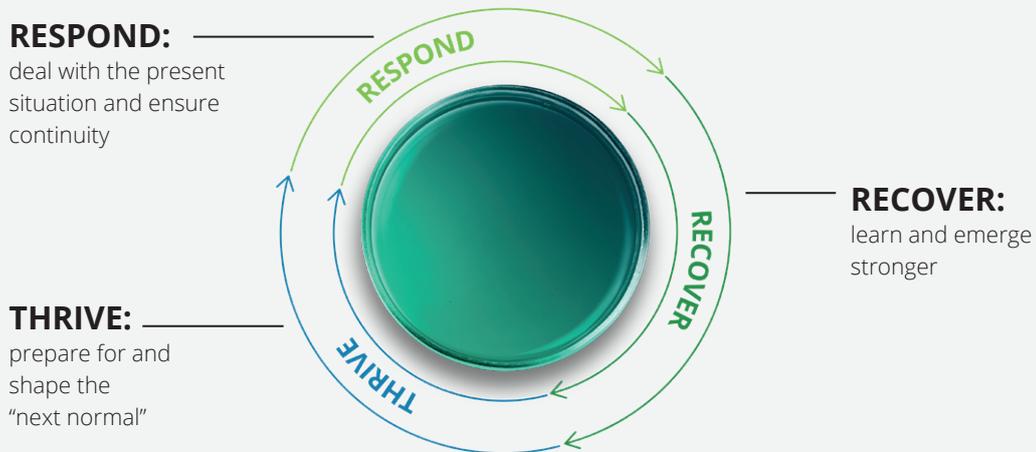


Embrace the long view.

The need to work differently reveals what organizations are able to do. Resilient leaders stay **focused on the horizon**, anticipating new business models that are likely to emerge and sparking innovations that will define the new normal.

Resilient leadership in unprecedented times

Resilient leaders can elevate these qualities during the current crisis, expanding their impact and helping their organizations recover stronger. To accomplish this, they must be able to manage three time frames in parallel:



How do resilient leaders deal with their Human Capital throughout these three time frames? How do they balance between preparing their Human Capital for the new reality, whilst navigating through uncertainty with direct employee impact?

Responding to Human Capital challenges: key reflections and actions to consider in each timeframe

Workforce and Engagement

Managing staff costs and engagement in the face of business disruption

	RESPOND	RECOVER	THRIVE
CXO reflections	<ul style="list-style-type: none"> How do I deal with a sudden drop in demand of skilled resources, without being able to anticipate the future? How do I handle essential staff absence? How do I shift to flexible solutions to manage on balance sheet workforce, whilst keeping the psychological contract intact? 	<ul style="list-style-type: none"> How do I transform my current cost structure to push value realization? How do I work towards a flexible scenario planning for employees? How can I manage talent supply and demand in more adaptable way? How do I remain attractive for new core talent, whilst having taken potentially strong measures to resize current workforce? 	<ul style="list-style-type: none"> How will I be able to re-introduce business-as-usual? How do I create a new culture in line with the new reality? How do I change behaviors and habits of employees? How do I prepare for the new normal and build capabilities of the future, whilst managing a challenging present?
Actions to get started	<ul style="list-style-type: none"> Explore staffing alternatives within the ecosystem Measure impact on psychological contract through pulse surveys and continuous listening Keep employer branding intact whilst not creating new commitments 	<ul style="list-style-type: none"> Identify core capabilities for mid and long term Assess talent in place and talent gaps Set up workforce transition planning Align performance management with identified capabilities 	<ul style="list-style-type: none"> Assess future capability demands and plan for it (internally/externally) Re-assess current organization values Define new employee experience

Leadership and Communication

Equipping leaders to prioritize and gain control of the narrative to build confidence

	RESPOND	RECOVER	THRIVE
CXO reflections	<ul style="list-style-type: none"> How do I remain a purpose-driven organization, whilst all focus is on survival? How do I lead my organization in a virtual environment? How do I ensure employees open up about fears and anxieties? How do I manage noise and gossip? How do I keep employees connected to each other and the organization? 	<ul style="list-style-type: none"> How do I simplify and become fit-for-purpose? How do I turn this crisis into something meaningful for talent? How do I sustain internal and external engagement? 	<ul style="list-style-type: none"> How do I lead the organization of tomorrow, the 'next norm'? How do I (re-)install trust in a new, unstable reality?
Actions to get started	<ul style="list-style-type: none"> Align leadership in scenario planning in uncertain times Follow up on employee engagement and measure impact of the measures taken Maintain trust in your organization, despite potential hits and decisions Build and roll out rapid and transparent communication plan to inform employees on recent developments 	<ul style="list-style-type: none"> Align leadership in how to move forward and be loyal to the organization mission Coach current leadership Develop an Employer Value Proposition 	<ul style="list-style-type: none"> Ensure employee and ecosystem engagement Set up or review succession planning Assess leadership in the organization of tomorrow

Responding to Human Capital challenges: key reflections and actions to consider in each timeframe

Organization and Ways of working

New ways of operating to adapt to the environment and virtual world

	RESPOND	RECOVER	THRIVE
CXO reflections	<ul style="list-style-type: none"> How do I enable employees to adapt to the new working reality? How do I ensure productivity and efficiency in times of uncertainty? How do I handle out-of-date or irrelevant priorities and projects? How do I lower the strain of remote working and social distancing on well-being? 	<ul style="list-style-type: none"> How do I align organization structure with market realities? How do I handle re-skilling and onboarding of new workforce segments? 	<ul style="list-style-type: none"> How do I define a new operating model and build a simple and adaptable organization? How do I redesign ways of working deliberately? How do I manage the lack of organizational agility? How do I accelerate adapting to the redesigned ways of working?
Actions to get started	<ul style="list-style-type: none"> Align HR policies on homeworking Ensure employees are equipped with the right tools and techniques to enable remote working Focus on well-being and constant engagement Install a workforce redeployment planning 	<ul style="list-style-type: none"> Redesign organization structure Set up new fit-for-purpose HR programs Support learning needs, possibly with integrated HR tool 	<ul style="list-style-type: none"> Accelerate your digital strategy Steer towards a more data-driven decision making Set up strategic workforce planning Launch organization agility programs Train employees to support Future Of Work impacts that have been accelerated

So... what's next? Although we still find ourselves in an uncertain present and are yet coming to terms with an uncertain future, we could be in the early days of launching **dynamic and virtual organizations**, which will define the **future way of work and priorities**.

Business leaders are rightfully seizing the opportunity to reflect the way the crisis touched their organizations to their purpose and what to do next. Leadership should first and foremost focus on surviving, whilst protecting the business and employee future.

Secondly, it is of great value to think about how an organization can emerge stronger and learn from this experience. Lastly, the necessary preparation will allow organisations to build resilience and take the next step in their journey towards adaptability.

Organizations that are able to adapt themselves quickly to the new normal will come out stronger. Leaders that take rational decisions with a human heart, that stay loyal to their core values, and don't destroy their future business model while managing the crisis, will shape the foundations of the future success of their purpose-driven organizations.

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