



The “new” normal

Taking lessons learned from COVID-19

May 2020

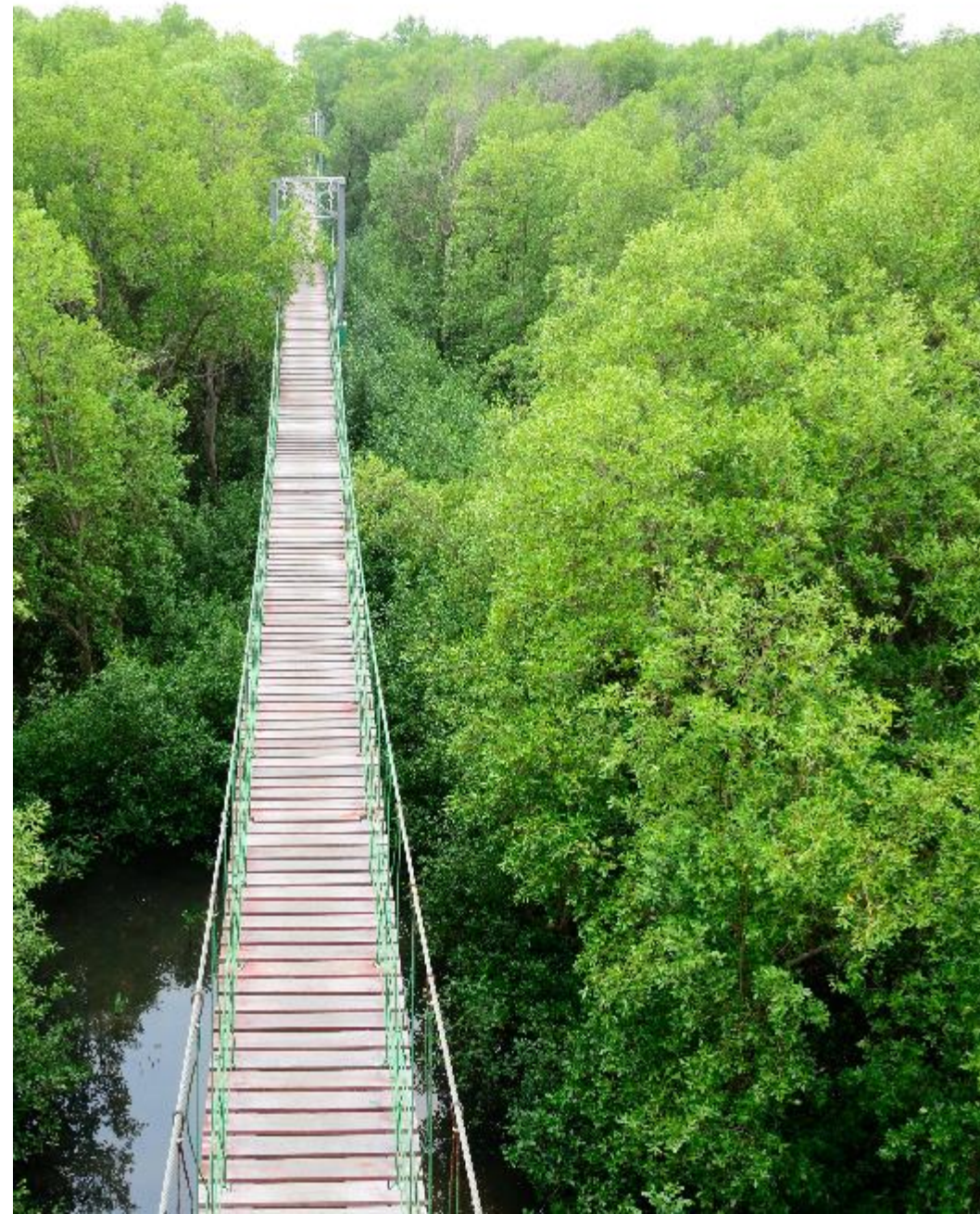
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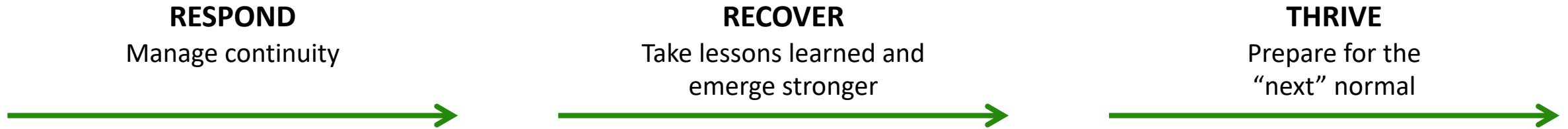
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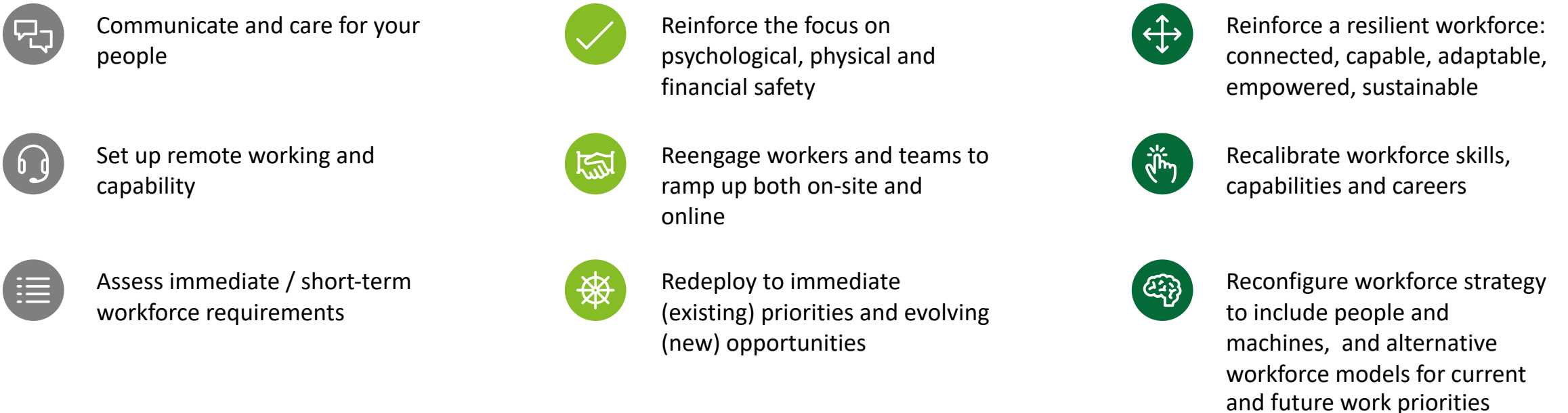
Introduction: Three phases of a crisis

We see three phases that all resilient leaders must face amid the COVID-19 outbreak

1



Priority areas for workforce strategy across each phase:



Experiences during the “respond” phase: Challenges, Opportunities and transferrable experiences

If it needs to work out, it will work out

1

	 Perceived Challenges	 Used Opportunities	 Transferrable Experiences
Collaboration	<ul style="list-style-type: none">• “Laissez-fair” attitude in “calls” also now• Technical challenges• Being in “private” rooms for professional purposes not accepted	<ul style="list-style-type: none">• Community building and silo breakdown• High empathy• New exchange formats	<ul style="list-style-type: none">• New ways of working• Collaboration as key for joint success in times of crisis and in the “next” normal• Meeting without travelling
Management	<ul style="list-style-type: none">• Missing control of employees• Clarity in purpose, roles and tasks• Shaping collaboration culture remote	<ul style="list-style-type: none">• High degree of self-organization• Focus on well-being of employees• High openness for bottom-up ideas and feedback	<ul style="list-style-type: none">• New self-understanding towards ambidexterity behavior• Result-orientation with high trust• Collaborative working style
Tech-savvy	<ul style="list-style-type: none">• Break-down of infrastructure• Staying on phone calls in case of urgency• Missing Data security & compliance	<ul style="list-style-type: none">• High curiosity for video-telephony• Usage of modern technologies• Openness to overcome compliance issues and new ways of shift work	<ul style="list-style-type: none">• Usage of modern technologies• Openness to work differently due to infrastructure challenges• Human-machine collaboration culture
Data availability	<ul style="list-style-type: none">• Overview on workforce competencies for prioritization hard to find• Critical workforce segments not known• Missing forecasting foreseen	<ul style="list-style-type: none">• Workforce cost overview easily established as basis for navigation• Approvals for data analysis pragmatic• Basic forecasting models used	<ul style="list-style-type: none">• People measure based on data• Ideation of future dashboards for data-based decision making• Basic workforce planning mechanisms
Relationships	<ul style="list-style-type: none">• Loss of existing customer relations• Difficulties in supply chain partner management• Missing development of innovations	<ul style="list-style-type: none">• More informal exchange possibilities on the short-run• Transparency in stable customer relations (not being close enough)• Joint exchange on challenges	<ul style="list-style-type: none">• Transparency improvement about partners and intensity of relationship• Short-run contact about “other” topics” than the business identified• Joint contact handling with experts

Experiences during the “respond” phase: Recovering and bridging to the “next” normal

Based on the positive and negative experience, we identified five focus topics that allow to sustain the learnings during lock-down due to COVID-19

2

Transferrable Experiences

- Collaboration
- Management
- Tech-savvy
- Data availability
- Relationships



The “next” normal priorities

- Employee Engagement
- Adaptability
- Purpose, sustainability and well-being
- Remote working
- Workforce planning

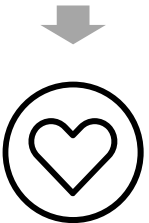
Recovering and bridging to the “next” normal: Employee Engagement & Productivity

We learned that purpose, direction, supportive management and collaboration are key for effective working. Therefore, a practical guide on relevant dimensions to shape the ways of working

2

Foster and define a mandate for...

Shaping purpose-full work



Consider autonomy, empowered teams and time for slack

Allowing supportive management



Promote clear and transparent goals and coaching with the right terms & conditions for self-driven work

Designing a positive environment



Foster the focus on humans, flexibility, well-being recognition and diversity

Collaborating by default



Consider networks as effective problem solvers and communicate transparently about existing competencies

Creating growth opportunities



Implement a strong culture of learning in the flow of work, talent-mobility and self-development

Nurture trust in leadership



Co-create and share mission, purpose and inspiration

...in collaboration with the ecosystem and by using available data effectively.

Recovering and bridging to the “next” normal: Adaptability & Flexibility

2

We learned to manage unpredictable changes and disruption. Therefore, a practical guide along the critical roles for building a resilient mindset sustainably

Building a resilient mindset as a basis for different ways of working

Practical guide to get started and prepare for the future



LEADERSHIP

- Walk compassionately in the shoes of employees, customers, and their ecosystems
 - Take decisive & courageous actions based on imperfect information: speed over elegance
 - Own the narrative, build trust
 - Challenge your leaders to transition from a ‘problem focus’ to ‘solutions mode’ and employ creativity to still deliver value
-
- Rapidly develop a COVID-19 organizational response – simply, honest and consistent with official messaging
 - Dedicate/create new channels for sharing updates with your people and clearly communicating priorities
 - Maintain an open door policy for team members to share honest feelings



ECOSYSTEM

- Customers, suppliers, partners, and alliances are all experiencing the same reality
 - Quickly move to maintain open and ongoing lines of communication within the ecosystem to strengthen relationships and build confidence amid uncertainty
 - Be clear on priorities and being flexible around negotiable aspects of your ecosystem
-
- Demonstrate initiative within your ecosystem by reaching out to key stakeholders to agree on new rules of engagement to keep momentum going
 - Collaborate with ecosystem stakeholders around operating scenario planning and change triggers, then mobilize together around specific combined “must win” missions



ORGANIZATION

- Designing from the heart...and the head.
 - Focusing on articulating the outcomes and purpose of the work
 - Encouraging cross skilling of key talent to transcend organizational and role boundaries
 - Shifting from a fear of failure to a learning perspective
-
- Accommodate agile/adaptive operating structures by detaching people from the complexities of matrix management and traditional reporting to get the job done
 - Determine the kinds of work that will shift to remote (on a temporary or permanent basis) not only through digital tools but with practical pointers to ensure engagement and to nurture trust
 - Institute sharing sessions for teams to discuss learnings around new ways of work



TEAMS

- Teams need the autonomy to define priorities and manage their resources accordingly to achieve their outcomes
 - Teams need to stop starting (new work) and start finishing (work in progress)
 - Teams need to consider what is happening across different functions (to avoid working in their silo)
-
- Empower teams to define their mission and allow them to focus on this to avoid typical organizational distractions
 - Teams need to articulate what work they’re doing and understand why they’re doing it
 - Allocate time for teams to reflect on their productivity and performance
 - Teams should be encouraged to change things that don’t work



INDIVIDUAL

- Remember the individual and show compassion - each person processes and embraces change differently
 - Individuals best know what they need to be successful themselves – allow them to tell you
-
- Dedicate time for informal and social interactions, e.g. online coffee sessions or team drinks
 - Develop practical plans to ensure the health safety and wellbeing of employees
 - Encourage employees to create new relationships and working groups

Recovering and bridging to the “next” normal: Purpose, Sustainability and Well-Being

2

We learned that work-life borders and that “caring” becomes the “next” normal. Therefore, a practical guide on becoming credible for purpose, sustainability and well-being

Collection of challenges our clients are facing:

- Employees experience the “next” normal of high neighbored supportive behavior, value-driven thinking and prudent approaches in the society
- Ecosystem partners are not yet understood as partners on eye level but as negotiation opponents
- Poor managerial support and improper employee training causes increased stress and overlooked procedures
- Official communication opposes leaders’ behavior
- Unclear workplace policies during transition to remote workplace leaves employees confused (i.e. overtime policies, recording time daily, etc.)
- Individual employee targets assume traditional decision parameters and motivate for cost optimization and profit maximization
- High volumes of absences confuse HR professionals trying to manage both statutory and non-statutory leave programs
- Heightened work/life balance pressures employees as they try to navigate family care options in light of school and business closings

Starting points to improve credibility for purpose, sustainability and well-being

- 1 Evaluate existing decision parameters:** Include purpose, sustainability and reputation parameters into existing decision matrices (e.g. supplier management)
- 2 Review existing well-being policies:** Examine current applicable workforce policies to ensure that they are up-to-date, and identify any gaps in regards to working time, location and incentivation
- 3 Start dialogue with co-determination:** Set up honest and open lessons learned sessions with your workers council, start the change journey jointly and discuss purpose driven future employee expectations towards their employer
- 4 Maintain compliance:** Ensure consistent policy compliance by all workers – employees, management, and leadership
- 5 Walk-the-talk:** Analyze what the organization officially communicates, what leaders tell and how their behavior is perceived (e.g. by using modern language analysis tools)
- 6 Deliver timely and clear communication:** Enhance employee experience by providing clarity and curbing unnecessary fear or stress
- 7 Make purpose and well-being a priority:** Understand your workforce needs and design a well-being and rewards strategy in line with employee engagement and for all roles

Recovering and bridging to the “next” normal: Remote Working & Efficiency

We learned that if we “must”, we can work remotely very well. Therefore, a practical guide to meet the right dimensions for making remote work even more effective in the future

2



Remote Delivery Model

Operationalize tools, empower leadership and entice culture to connect major programs, teams and every part of your organization to continue to do what you do, but better.



Remote Learning

Equip facilitators and learning practitioners to redesign face-to-face content into remote learning and delivering it with maximum impact.



Remote Experiences

Leave that really important keynote, conference or experience with the experts – they will take care of the narrative, story telling, experience, engagement, production and content.



Remote Assistants

Build engaging Conversational Artificial Intelligence applications that understand natural language voice commands and complete tasks for your employees and clients.



Remote Operating Models

Define and develop the processes and structures within an organizational function, to enable a seamless employee experience in a Remote Office.



Remote User Research

Plan and conduct effective user research virtually, while gaining and maintaining empathy and connection with your customers.



Remote Workshop and Training

Empower your employees and customers to focus, engage, create and communicate in fascinating and inspiring workshops without physical space.



Office in a Box

Seek for best practices (e.g. from Deloitte). Supported by multi-skilled, experienced team – you, your team, your office will be set-up in a week.



Remote Innovation Challenges

Solve your next innovation challenge by engaging the whole ecosystem.
Connect corporates, entrepreneurs and universities to design and build solutions to real industry, social and environmental problems.



VR Applications

Be at the forefront of technology and innovation by providing your audiences with one of the kind experience. Instead of viewing a screen in front of them, help your users to immerse and interact with 3D worlds.

Recovering and bridging to the “next” normal: Workforce Planning & Future Skills

2

We learned that we can ramp-down the workforce very quickly and are able to plan the ramp-up. Therefore, a practical guide on how to make sure having the right future workforce in place

Lessons Learned

Adaptability is possible:

The impact of COVID-19 has clearly demonstrated the need to examine their ability to be nimble and responsive to business and people planning

Prioritization is possible:

Drawing on lessons learned from ramping down will allow for the development of enhanced workforce strategies to manage future requirements.

Day-to-day planning is needed for navigation:

Based on experiencing the ramp-down, returning large numbers of workers to work will require employing a series of tactics



Translating the learnings into planning tactics

Dynamic forecasting: Adjust or establish approaches to workforce forecasting, in collaboration with unions, where applicable, that use strategic scenario planning, to account for both real-time and anticipated future change.

Performance indicators: Establish minimum viable key metrics dashboard to identify challenges as they are emerging based on operational people KPIs in combination with business metrics pragmatically.

Recruitment & retention for critical positions: Review critical workforce segments, prioritize their re-integration and address skill shortages while focusing on future needs. Develop fast-filling-processes, retention measures as well as alternative labor strategies.

Redundancy management for emergency situations: Prepare yourself with a flexibility toolbox based on KPIs, that is ready to use immediately (temporary workforce reductions and limits on mass terminations; voluntary unpaid leaves; workforce sharing).

Plan with purpose: Make sure that the short- to medium-term recovery and efforts are aligned to longer-term aspirations and growth strategies.



Designing the ramp-up

Operational prioritization & staged return: Develop operational scaling plans for “must have” services/roles, including temporary & permanent succession plans. Consider staggering return dates based on prioritization; adjusting shift schedules and/or working hours to meet evolving operational needs.

Clearance protocols: Establish guidelines for how you will assess the ability for workers to safely return to physical/onsite office locations (e.g. doctor’s notes).

Cross-enablement: Establish continuous learning nuggets in the flow of life for mission-critical capabilities & possible upskilling for redundant workers (e.g. crisis management, remote facilitation, tech-savviness, etc.).

Free capacity: Offer pragmatic learnings for consumption during free times with focus on future oriented critical competencies and invite employees to shape the culture.

Workforce mix: Consider new types of labor supply for critical roles/skills or for new emerging needs (e.g. gig workers, retirees, workforce sharing) to ensure flexibility.

Acquisition: Seize the opportunity to acquire key talents for hard-to-fill positions e.g. in the area of technological and emerging skills.

Outlook: Imagining the “thrive” phase

Following our focus topics, allows to re-imagine our professional life in a total different way that is has been before the lock-down due to COVID-19. 4 personas represent illustratively new working styles of leaders and employees

Persona

Typical behaviors and routines



- **Teamer:** Thomas, 54
- Operations Manager, being responsible for 150 employees
- High learning wishes and reading various books on Blinkist

- Performs his team meetings every morning with his production managers via video and documents needs on a Skype Whiteboard
- Asks his managers about their challenges on a regular basis and with check-ins
- Fully trusts in his employees, even if they are exchanging with strategic supply chain partners
- Offers lunch & learn session with best-practices and leaves time for self-development



- **Family FLEXer:** Tanja, 42 years
- HR CHRO of a mid-size production company
- Still facing economic hick-ups due to COVID-19
- 2 children, 7 & 13

- Advises the COO based on workforce data on a daily basis
- Works partly from home via video conference due to other time zones and child care
- Discusses with the CFO about culture programs fostering collaboration



- **Client Champion:** Bernadette, 31 years
- Global Sales Manager for technical equipment
- Loves being at the waterfront

- Organizes her daily routine based on customer availability
- Keeps time for herself based on her individual needs and works regular from her vacation residence
- Aligns regular with her team mates about her working challenges and best-practices
- Actively engages with her ecosystem and reflects the best solutions for the end-user



- **Well-being Guru:** Ahmed, 41
- IT system owner at a consumer good company
- Married, 2 children in school and becoming father
- Loves doing yoga every morning

- Works often from home to support his wife and to have time for himself in the morning
- Regularly exchanges with the IT vendor to understand and implement the latest changes
- Closely cooperates with HR to drive the digital change in the organization
- Regularly checks the system KPIs and develops nudges to foster the right behavior
- Learns how to lead people via digital learning nuggets for his next step

Outlook: Recover-to-thrive Lab

As progress is made with organization's respond efforts, another reality is forming quickly. Now is the time for HR leaders to turn their attention toward recover, to ensure their organizations are prepared to thrive

3



The first priority during the COVID-19 pandemic has been **crisis response** and **emphasizing health and safety, essential services, and the virtualization of work and education.**



As the situation evolves, many organization are tasked with the challenge to think through **what is still needed to manage business continuity, and how to balance “Respond”, “Recover” and “Thrive” activities.**

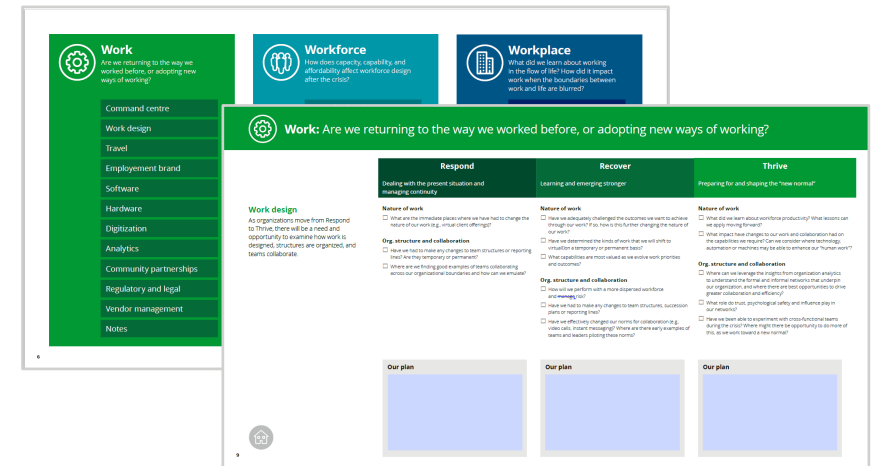
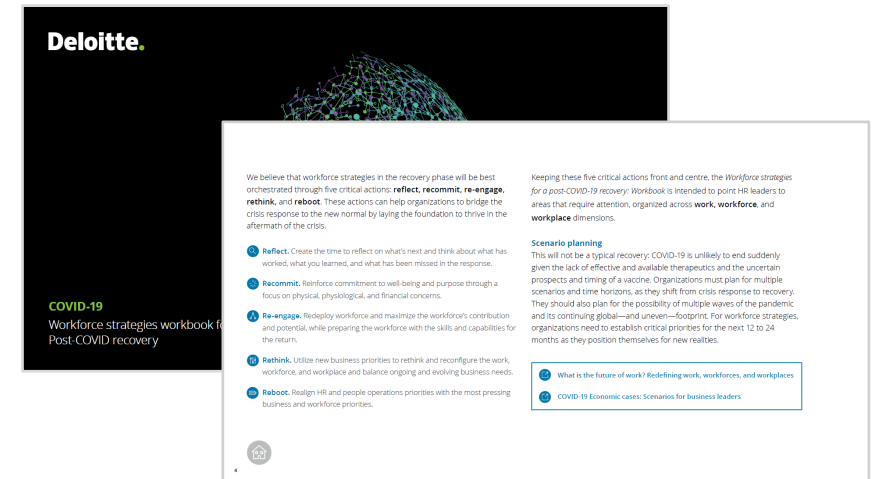


As our clients and their needs are at the heart of what we do, we have developed a **lab format to take you through an activation framework that can be adapted to each unique organization.**



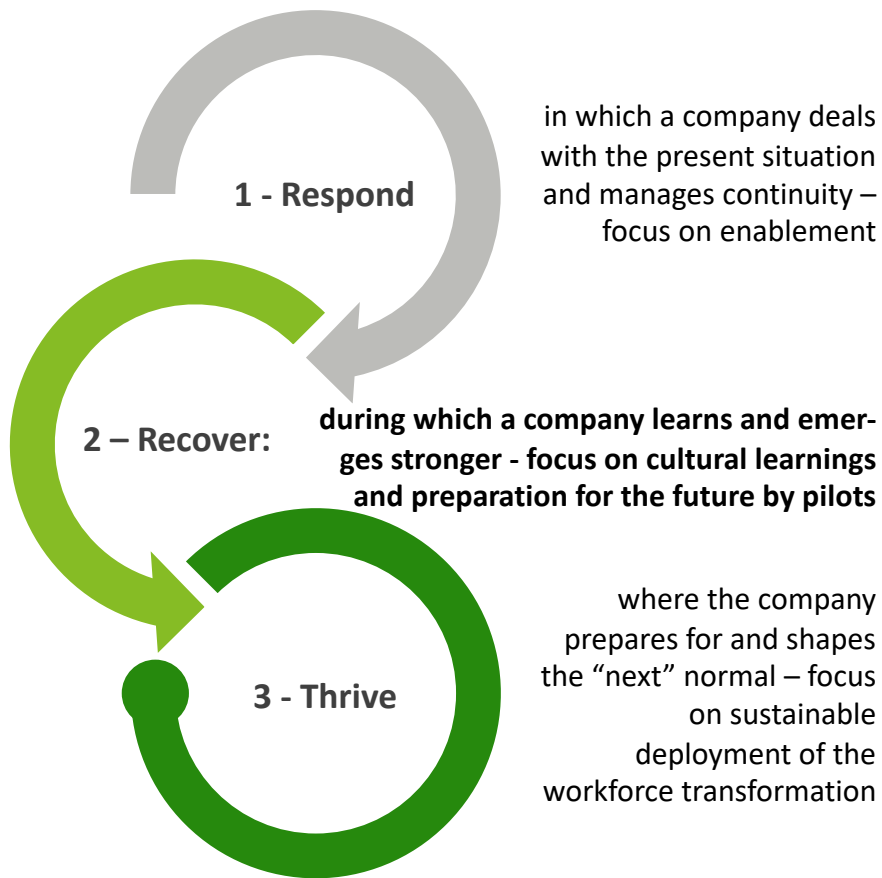
What is lab format?

Deloitte has evolved from the traditional “workshop” approach to an **accelerated lab methodology which delivers a comprehensive strategy in a more efficiently and cost effectively manner.**



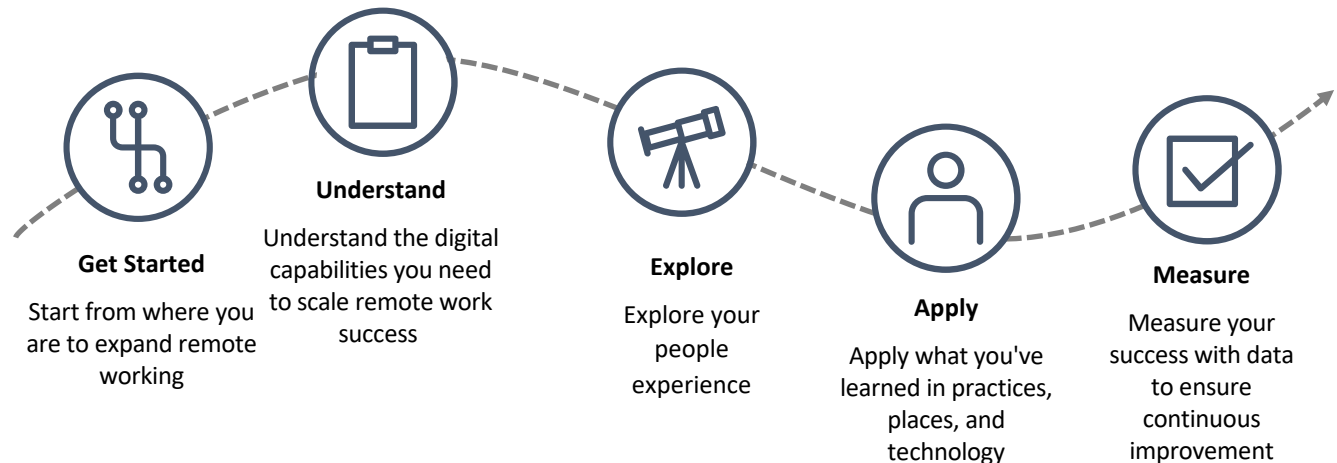
Outlook: Balance “Respond”, “Recover” and “Thrive” activities

After the first shock and short-term adaptability, we strongly recommend to sort out the activities needed for ramp-up, recovery and thrive



Start the recovery phase pragmatically

- Respond with purpose and keep aspirations in mind for the mid-run the longer-term
- Ensure effective (centralized) decision making with the right cross-functional leadership roles for clear direction
- Enable and encourage decentralized decision-making for small, trusted, local and multi-disciplinary task forces
- Consider operational priorities and a staged return to work
- Enable workforce flexibility
- Sort out your organizational priorities along the mentioned focus points
- Take learnings from the “respond” phase and prepare for the next “shock” if required
- Pilot workforce transformation along remote working skills to recover:





Our integrated team of experts will be pleased to support you with regards to these challenges



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