The “new” normal
Taking lessons learned from COVID-19
May 2020
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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

**RESPOND**
Manage continuity

**RECOVER**
Take lessons learned and emerge stronger

**THRIVE**
Prepare for the “next” normal

**Priority areas for workforce strategy across each phase:**

**RESPOND**
- Communicate and care for your people
- Set up remote working and capability
- Assess immediate / short-term workforce requirements

**RECOVER**
- Reinforce the focus on psychological, physical and financial safety
- Reengage workers and teams to ramp up both on-site and online
- Redeploy to immediate (existing) priorities and evolving (new) opportunities

**THRIVE**
- Reinforce a resilient workforce: connected, capable, adaptable, empowered, sustainable
- Recalibrate workforce skills, capabilities and careers
- Reconfigure workforce strategy to include people and machines, and alternative workforce models for current and future work priorities
Experiences during the “respond” phase: Challenges, Opportunities and transferrable experiences

If it needs to work out, it will work out

<table>
<thead>
<tr>
<th>Perceived Challenges</th>
<th>Used Opportunities</th>
<th>Transferrable Experiences</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Collaboration</strong></td>
<td><strong>Management</strong></td>
<td><strong>Tech-savvy</strong></td>
</tr>
<tr>
<td>• “Laissez-fair” attitude in “calls” also now</td>
<td>• Community building and silo breakdown</td>
<td>• New ways of working</td>
</tr>
<tr>
<td>• Technical challenges</td>
<td>• High empathy</td>
<td>• Collaboration as key for joint success in times of crisis and in the “next” normal</td>
</tr>
<tr>
<td>• Being in “private” rooms for professional purposes not accepted</td>
<td>• New exchange formats</td>
<td>• Meeting without travelling</td>
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<tr>
<td><strong>Data availability</strong></td>
<td><strong>Relationships</strong></td>
<td><strong>New self-understanding towards ambidexterity behavior</strong></td>
</tr>
<tr>
<td>• Overview on workforce competencies for prioritization hard to find</td>
<td>• Workforce cost overview easily established as basis for navigation</td>
<td>• Result-orientation with high trust</td>
</tr>
<tr>
<td>• Critical workforce segments not known</td>
<td>• Approvals for data analysis pragmatic</td>
<td>• Collaborative working style</td>
</tr>
<tr>
<td>• Missing forecasting foreseen</td>
<td>• Basic forecasting models used</td>
<td></td>
</tr>
<tr>
<td><strong>Relationships</strong></td>
<td></td>
<td><strong>Usage of modern technologies</strong></td>
</tr>
<tr>
<td>• Loss of existing customer relations</td>
<td>• More informal exchange possibilities on the short-run</td>
<td>• Openness to work differently due to infrastructure challenges</td>
</tr>
<tr>
<td>• Difficulties in supply chain partner management</td>
<td>• Transparency in stable customer relations (not being close enough)</td>
<td>• Human-machine collaboration culture</td>
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<tr>
<td>• Missing development of innovations</td>
<td>• Joint exchange on challenges</td>
<td></td>
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<tr>
<td><strong>Management</strong></td>
<td></td>
<td><strong>People measure based on data</strong></td>
</tr>
<tr>
<td>• Missing control of employees</td>
<td>• Workforce cost overview easily established as basis for navigation</td>
<td>• Ideation of future dashboards for data-based decision making</td>
</tr>
<tr>
<td>• Clarity in purpose, roles and tasks</td>
<td>• Approvals for data analysis pragmatic</td>
<td>• Basic workforce planning mechanisms</td>
</tr>
<tr>
<td>• Shaping collaboration culture remote</td>
<td>• Basic forecasting models used</td>
<td></td>
</tr>
<tr>
<td><strong>Tech-savvy</strong></td>
<td></td>
<td><strong>Transparency improvement about partners and intensity of relationship</strong></td>
</tr>
<tr>
<td>• Break-down of infrastructure</td>
<td>• Transparency in stable customer relations (not being close enough)</td>
<td>• Short-run contact about “other” topics than the business identified</td>
</tr>
<tr>
<td>• Staying on phone calls in case of urgency</td>
<td>• Workforce cost overview easily established as basis for navigation</td>
<td>• Joint contact handling with experts</td>
</tr>
<tr>
<td>• Missing Data security &amp; compliance</td>
<td>• Workforce cost overview easily established as basis for navigation</td>
<td></td>
</tr>
<tr>
<td><strong>2020 Deloitte</strong></td>
<td>• Workforce cost overview easily established as basis for navigation</td>
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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.

**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

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

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

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

**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

**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

**Organisation**
- 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

**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)

**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

**Practical guide to get started and prepare for the future**
- 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

- 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

- 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

- 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

- 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

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

<table>
<thead>
<tr>
<th>Collection of challenges our clients are facing:</th>
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<tbody>
<tr>
<td>• Employees experience the “next” normal of high neighbored supportive behavior, value-driven thinking and prudent approaches in the society</td>
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<tr>
<td>• Ecosystem partners are not yet understood as partners on eye level but as negotiation opponents</td>
</tr>
<tr>
<td>• Poor managerial support and improper employee training causes increased stress and overlooked procedures</td>
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<tr>
<td>• Official communication opposes leaders’ behavior</td>
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<tr>
<td>• Unclear workplace policies during transition to remote workplace leaves employees confused (i.e. overtime policies, recording time daily, etc.)</td>
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<tr>
<td>• Individual employee targets assume traditional decision parameters and motivate for cost optimization and profit maximization</td>
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<tr>
<td>• High volumes of absences confuse HR professionals trying to manage both statutory and non-statutory leave programs</td>
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<tr>
<td>• Heightened work/life balance pressures employees as they try to navigate family care options in light of school and business closings</td>
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<table>
<thead>
<tr>
<th>Starting points to improve credibility for purpose, sustainability and well-being</th>
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</thead>
<tbody>
<tr>
<td><strong>1. Evaluate existing decision parameters:</strong> Include purpose, sustainability and reputation parameters into existing decision matrices (e.g. supplier management)</td>
</tr>
<tr>
<td><strong>2. Review existing well-being policies:</strong> 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</td>
</tr>
<tr>
<td><strong>3. Start dialogue with co-determination:</strong> 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</td>
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<tr>
<td><strong>4. Maintain compliance:</strong> Ensure consistent policy compliance by all workers – employees, management, and leadership</td>
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<tr>
<td><strong>5. Walk-the-talk:</strong> Analyze what the organization officially communicates, what leaders tell and how their behavior is perceived (e.g. by using modern language analysis tools)</td>
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<tr>
<td><strong>6. Deliver timely and clear communication:</strong> Enhance employee experience by providing clarity and curbing unnecessary fear or stress</td>
</tr>
<tr>
<td><strong>7. Make purpose and well-being a priority:</strong> Understand your workforce needs and design a well-being and rewards strategy in line with employee engagement and for all roles</td>
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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

<table>
<thead>
<tr>
<th>Remote Delivery Model</th>
<th>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.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Remote Learning</td>
<td>Equip facilitators and learning practitioners to redesign face-to-face content into remote learning and delivering it with maximum impact.</td>
</tr>
<tr>
<td>Remote Experiences</td>
<td>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.</td>
</tr>
<tr>
<td>Remote Assistants</td>
<td>Build engaging Conversational Artificial Intelligence applications that understand natural language voice commands and complete tasks for your employees and clients.</td>
</tr>
<tr>
<td>Remote Operating Models</td>
<td>Define and develop the processes and structures within an organizational function, to enable a seamless employee experience in a Remote Office.</td>
</tr>
<tr>
<td>Remote User Research</td>
<td>Plan and conduct effective user research virtually, while gaining and maintaining empathy and connection with your customers.</td>
</tr>
<tr>
<td>Remote Workshop and Training</td>
<td>Empower your employees and customers to focus, engage, create and communicate in fascinating and inspiring workshops without physical space.</td>
</tr>
<tr>
<td>Office in a Box</td>
<td>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.</td>
</tr>
<tr>
<td>Remote Innovation Challenges</td>
<td>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.</td>
</tr>
<tr>
<td>VR Applications</td>
<td>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.</td>
</tr>
</tbody>
</table>
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

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.

Lessons Learned

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

<table>
<thead>
<tr>
<th><strong>Persona</strong></th>
<th><strong>Typical behaviors and routines</strong></th>
</tr>
</thead>
</table>
| **Client Champion:** Bernadette, 31 years | - Global Sales Manager for technical equipment  
- Loves being at the waterfront  
- Still facing economic hick-ups due to COVID-19  
- 2 children, 7 & 13  
- 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                                                                 |
| **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  |
| **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 |
| **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 |
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.

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:

1 - Respond

in which a company deals with the present situation and manages continuity – focus on enablement

2 – Recover:

during which a company learns and emerges stronger - focus on cultural learnings and preparation for the future by pilots

3 - Thrive

where the company prepares for and shapes the “next” normal – focus on sustainable deployment of the workforce transformation

Get Started
Start from where you are to expand remote working

Understand
Understand the digital capabilities you need to scale remote work success

Explore
Explore your people experience

Apply
Apply what you’ve learned in practices, places, and technology

Measure
Measure your success with data to ensure continuous improvement
Our integrated team of experts will be pleased to support you with regards to these challenges

+49 (0)211 8772 5808

crisis-response@deloitte.de