Mike Kearney: Welcome to Resilient. As part of a new series. We are continuing to shift our focus to what's urgent and now. Of course, that is the evolving impact of COVID-19. The special series is all about providing you with actionable insights to respond and recover from the crisis.

Today I've gathered three Deloitte leaders to explore the COVID-19 related challenges in the rapid transition to a virtual workforce.

We're going to talk to Steve Hatfield, the global future of work leader at Deloitte, Erica Volante, the global human capital leader and Deb Golden, our US cyber risk leader. We are doing this recording virtually—all of us are in our home offices. The audio has been pretty good to date, but certainly not like it is when we do it live. So there may be a few glitches here and there, but that's because we want to get you this information quickly.

Let's get to what matters, the wisdom and knowledge of my three guests.

So Erica in your conversations, how ready were organizations to make this shift to working remotely?

Erica Volini: I think it's definitely an “it depends.” We've seen some organizations who were highly prepared; some who are not prepared at all. It certainly depends on industry. I think the good news is that...
because future of work has been a very relevant topic in the market for the last three to five years and remote work is a huge, that most organizations have at least put in place some collaboration tools some processes to allow their workforce to work remotely. But I think the difference here is most organizations had a, “if you need to, you can work remotely, and we can report it.” That's very different from all of a sudden everyone is working remotely, and we have to now change the way we're working to incorporate this new culture. And I think that's where organizations are not fully prepared.

The key for me is that organizations need to recognize that remote work isn't just about does someone have a place in a laptop and a camera and a way to dial in or be on a video conference. Working remotely is about shifting your mindset about how you can still deliver in a productive way. How you can manage the complexities with what might be going on in your home life. And that can be very different for different individuals. And so how can organizations look at metrics, data start to understand their workforce at a more detailed level so that they can really start to confront the challenges with bringing a remote way of working into their culture and sustain it for the future.

**Mike Kearney:** Deb, what are some of the immediate impacts of COVID-19 our technology and an organization's cyber security approach or posture? Obviously, this is something that you are probably dealing with day in and day out, but what are some of the immediate impacts that you're seeing?

**Mike Kearney:** So Deb, one of the things that you talked about is that organizations should be communicating with their people to secure the home networks. And my guess is there's probably a large percentage of people that haven't even thought about that since they put their network in in the first place. What are you seeing companies do to communicate that and what guidance do you have for them?

**Deb Golden:** Yeah, and that's one of the biggest things we're talking about with some of our clients is just they may have had something in play in terms of, you know, don't use your home network because historically people have always worked from the office or even if they were remote, we were leveraging different types of accesses. And so I think understanding what the risk is and then also sending out guidance, sending out emails. I think the big question that comes on as you think about things like phishing: we know that there's a number of corrupt emails that hackers are looking to send out. Anything with coronavirus or the World Health Organization or other types of, whether it be CMS, or it doesn't matter really where it's coming from and how it's coming. People are clicking. And so when you click also when you click that clickbait, I’m in an unsecure network, bigger challenge is also happening. And so one of the things we're, we're suggesting and encouraging is just communicating out to your workforce to explain to them, now that you're working in a different scenario, do you look at logging in via a virtual private network? Do you look at additional security controls? How do you help people take stock of what is actually necessary from a cyber perspective that may have fallen by the wayside.

**Mike Kearney:** So Steve, I want to go to you. As consultants, we work anywhere from coffee shops to home to hotels, but there's a lot of folks, employees that are finding themselves working...
at home—really for the first time.
What advice do you have for them?

**Steven Hatfield:** It’s a good question. Mike and his exists. It’s exactly the situation that we’re finding, but it has some really interesting dynamics right now. So, so you know, in the past if you chose to work at home, it was because you knew that your kids were going to be in school, your spouse was going to be in the office, and you wanted to take that day because it just made more sense for you personally. Now we have five generations in the workforce, all of whom are working at home and all of them are dealing with different personal circumstances. So how do we manage that level of sort of adapting and shock. And by shock—it’s sort of that surprise at first and then you sort of begin to get into it and used to it. I think the concerns that people will have as a society soon is what will be the psychological toll from that level of continued isolation over a six week, 8 week longer period. And there are certainly some things that are starting to pop right now that people need to consider doing in order to, you know, sustain the marathon as opposed to the sprint. The wellness breaks—a lot more authenticity. So making it okay for the fact that your kid or your pet shows up on a call. So things of that sort that just shift if you will the culture of how people have worked in the past.

**Mike Kearney:** Yeah, the psychological element I think is a big deal. I was actually just talking with a friend earlier today, somebody that always is very positive. He said, God kind of depressed like this is really difficult. And so I think navigating that, as you said, especially over the next six to eight weeks is going to be critical.

**Steven Hatfield:** Yeah. I think that it means, it means making it okay. It means understanding that there are these ebbs and flows and we’re all human and these emotions have their weight and their import and give them their space. But I think it also puts a real onus on the team leader within the, within these dynamic teams that are working remotely to be checking in on people, to be modeling the fact that it’s okay and to be doing some things that enable social interaction, sort of, you know, wellness breaks. So the Japanese have a word for having a drink digitally. It’s called On-Nomi. So perhaps we need to be doing more On-Nomis, right? Things of that sort will go a long way to keeping people buoyant. In you know, these times.

**Mike Kearney:** I do think I am participating in a 5:00 PM virtual happy hour tonight. So maybe that will help me. So, exactly. So Eric, I want to go back to you. And this is actually very in line with the conversation that we were just having. How do you keep employees engaged, like truly engaged and focused on continuing to make an impact, doing their work as well as they would have when they’re in the office? How do you keep them engaged?

**Erica Volini:** Yeah, I think Steve hit on a little bit, which is this in my mind really comes down to leadership and the team leader I think is going to take an increased take on increased importance as things move forward. You know, one is acknowledging their individual circumstances, right? So employees want to know not just that you care for them as a whole, but that you care for them individually as well. And I think when individuals feel like they are personally being cared for, they have the ability to then be more productive and there’s plenty of studies to back that up. So I think that’s, that’s number one. Steve talked about, you know, checking in. I think that’s incredibly important and helping employees to stay connected and giving them a sense of security. Right? I think that’s one of the big challenges right now is, you know, it’s not just about, you know, how do I feel you know, because of the environment, but do I have a future? Is my future secure? So being incredibly transparent around what’s going on I think keeps employees very engaged cause they feel like, okay, I understand where things are and I think that has to occur with an increased degree of frequency than it’s ever occurred before.

And then how do you establish a sense of normalcy for employees? Right? Especially, you know, there are some where the jobs are frankly impossible to do on a work from home basis. But for those that have the ability to do it, you know, how do you create some type of normal schedule? Normal cadence? Help them understand that what they’re doing is producing results? Having an impact on the bottom line of your company. It’s having an impact on the community in which they’re serving. Give them a reason to continue to show up and feel positive about what’s going on around the impact that the organization is making. I think that becomes incredibly important as well.

**Mike Kearney:** So Deb, I’m going to go back to you. You talked earlier about the fact that many organizations potentially are more vulnerable from a cybersecurity perspective. Beyond what you’ve already talked about, what are you advising to do to address some of these security threats?

**Deb Golden:** And we, you know, mentioned one before and I’ll just highlight it again. It really is awareness campaigns. I know it sounds incredibly basic, but it’s hugely important to proactively communicate with your workforce about the security threats, particularly in environments where they’re using personal devices as we mentioned, whether that be home network, public networks, you’re hopping someone’s Wi-Fi, which may not have the same protections as corporate environments. It’s critical to raise awareness to prevent inadvertent insider threats when your security controls are relaxed. And these are certainly times when they’re going to be relaxed. People are adding people left and right. There’s emergency roles. We have emergency individuals who need to be put on and off systems. And so when you’re looking at the just dynamic nature of what we’re doing around application, solution environment you’ve got to be prepared for that. And so with that is going to come an increased security vulnerability and having those awareness campaigns are critical.
I think the other area that that organization should focus on is greater threat intelligence and integration with their Security Operations Center, keeping an active eye on emerging threats and proactively tuning your tools to catch them before they penetrate your environment is critical. Again, sounds basic, but the thing is that threats happen all the time. As we know, threat actors can try a thousand times. They only have to be right once we have to be right every single time, which means that we have to be incredibly vigilant in what we do. And so we need to be thinking about how we bolster not only our threat intelligence but our threat hunting efforts to make sure that we’re finding these threats in advance and addressing them. And then lastly, and probably equally as important, but making sure we’re monitoring those. So knowing that we might not be able to take care of everything all at once and that we might have a risk based approach to figuring out where we focus first, how do we expand our monitoring capabilities? One thing to think about is expanding monitoring or doing to all high risk areas including disaster recovery, including mission-based needs, but also including the misinformation campaigns that we know are on the increase. So how do we look at targeting those, particularly high risk areas and monitoring them very effectively so that when the threat comes through or that as we see it or we can proactively detect it, we might be able to address it much quicker than when it’s in the environment.

Mike Kearney: Let me go back to Steve, Steve, and what do you think the impact of virtual work is on productivity? And I would imagine in certain circumstances it actually increases productivity. I know my kid doing schoolwork and the other room is probably a lot more productive. I’m being a little facetious, but what is the impact that you’re actually seeing on productivity from a virtual work perspective?

Steven Hatfield: That’s a great question. I can honestly, it depends upon the dynamics of the work domain, the job and the kind of sector and industry that we’re talking about. But broadly speaking, I think it’s really possible to be very, very productive in virtual work environments with a few tips and techniques. So one, use the right tools. So if you’re trying to do a brainstorming session, there are tools that are better for white boarding, virtually—use them. If you’re just trying to do a quick team meeting, there are tools for video video you can use—just use them. And putting yourself on a collaboration toolkit and getting used to it will also be really, really helpful. The dynamic of understanding at what point in the juncture of the work do we need to be separate? When do we need to be together and what tools do, we use to be together and operate effectively are a critical part of what the team leader will help bring to the table to create that productivity? Finally, all teams now should probably have a minute where they talk about what are the operating norms with themselves. What are the ways of working that mattered to them? Things like agendas before we come out, before the meetings take place, certain blocking certain hours where it’s, you know secured time that people know they have to do that wellness break or take care of their family, whatever it might be in order for everyone to navigate this collectively. There’s a way to do that as a team.

Mike Kearney: So let’s go back to Erica, there are some great meetings that I think we all jump on and then there’s, you know, not so great meetings and that’s probably true with virtual meetings as well. And I think you could build potentially on what Steve was just sharing. Do you have any maybe, I don’t know, two or three tips, maybe even unexpected tips for running a really good virtual meeting?

Erica Volini: It’s interesting because I personally just ran, I, I one of my meetings for my team which had 21 leaders around the world—we were supposed to meet in Shanghai. Obviously, that changed, and we moved into a virtual meeting and we did 14 hours of virtual meetings. It was a good test bed to see what works and what doesn’t. The first is be considerate of time zones. Many of us are working not just with people in our own time zone, but cross time zones. So how do you, you know, split the load of people who have to work at off hours? Or this goes back to the point around understanding people’s individual preferences. My leader in Asia Pac said, I’m fine waking up at four o’clock in the morning. I don’t want to be on a call at 11 o’clock at night.

So understanding that I think becomes paramount and thinking through that. Super important. Steve mentioned getting agendas out early. I think that’s really important and it’s not a directional agenda. It’s literally “in this time period, this is exactly what we’re discussing” so that people know if they have to step out for personal reasons, care for their child, pick up food, get a delivery, whatever it is, they know exactly what’s going to happen within that time period. And I think sticking to agendas is going to be more important than it’s ever before. I think oftentimes we think about agendas as directionally what’s going to happen and now it has to be, you know, very, very thoughtful in terms of how you’re going to spend your time. Clearly video helps with virtual meetings to see people and what they’re doing. I also think, as Steve mentioned, there’s a lot of other tools, you know, a lot of the tools out there allow for white boarding.

I think that makes it feel like you’re not just sitting there receiving information but you’re actually contributing to the meeting and to the content that’s being developed. So how can you use things like whiteboard functionality so that people can say things and then see their ideas physically in front of them on the screen? You talked about productivity—and productivity directly relates to your employees feeling like they have meaning in their work. They’re actually contributing. And small things like that, small visual aids I think can make the connection between what a person is saying and feeling like it’s translating with the action when you’re not, you don’t have that physical presence to convey that same thing. So those are a few tips I can think of off the top of my head. I don’t
think any of them are necessarily rocket science, but I think there are things we often take for granted when we're meeting in person because they happen naturally. We just have to be much more deliberate moving forward in the virtual world.

Mike Kearney: Hey Erica, you did say something though that really resonated with me and that's about positioning the work that the employee is doing in the context of a deeper meaning. Can you touch on that a bit more? Because I would think especially with what we're going through right now, focusing on the most impactful things that truly, actually will help the organization make it through these challenging times, and then obviously move forward from there. It's probably even more important than normally it. Do you agree with that or what's your thoughts?

Erica Volini: It is so important. Frankly, it's been rising in importance over the last few years. We talked about the concept of a social enterprise, which is the idea that organizations are being expected to do much more. And you know, we've seen employees are asking for that connection to meaning and purpose. I think we've seen increased talk about purpose in the world, but you know, that connection to meaning it's how has the work I'm doing meaningful to me, helping me develop the skills and capabilities I need to sustain my career moving forward. That's incredibly important. That's one layer, right? Because as workers are scared about their own security, their financial security, their career security, they want to know that what they're doing is meaningful in the context of their own personal development. Then it's, “how do I craft meaning in the context of the organization I'm working for?”

How do I know that what I am doing is moving the organization forward, helping in whatever the most important efforts that the organization has. And that’s why the team leader translating, here's what the business priorities are right now and here's how the work you're doing connects specifically to the business priorities. That's important. And then there is broader meaning outside of the how is what I am doing, contributing to the communities in which I am a part of community—helping to contribute to society as a whole. And there's so many different ways in which organizations can do that, but that layer of meaning inaction is important as well. So I think as we think about meaning, we almost need to ask our calls, how are we crafting work where an individual could say, I know how it's meaningful to me and my own security and my, family's welfare. How is it meaningful to the organization to which I'm a part of? And how is it meaningful to the broader communities and society in which I serve? The organizations that tackle meaning on all three of those levels, I think are going to be the ones that see the true gains in productivity and the commitment of their employees through this difficult time.

Mike Kearney: I'm inspired. Erica, thank you for that. Deb let's piggyback off on that. What about from a cyber perspective? Obviously, there's a lot of meaning that one could draw from protecting the organization from threats, but do you see that even escalating or evolving during the current situation?

Deb Golden: I do because at the end of the day, I think we're in this for the long term. I mean there's definitely going to be a long term impact. And, and whether, you know that long term is days, weeks, months, there is still going to be a long term impact. And so I think thinking about not only the morale of individuals and certainly cyber professionals, again as I mentioned earlier, when we talk about having, you know already candidly, not enough people in the workforce, I'm not saying anything new there either, but when we've got not enough people to be able to handle the situation that's going on with cyber before the pandemic happened and then when the pandemic happens, obviously understanding we're putting pressure on a group of individuals that are already shortchanged in terms of number of resources to handle that. And so I think having to understand mental and physical awareness about resources and making sure that we've got their best interests, first while at the same time, looking to protect our environments because we know most people, myself included, we've not been getting a lot of sleep. Cyber never sleeps. I say that jokingly, but in all sincerity, we've got to be on and by being on, we've got to make sure we're being very vigilant in how we look at things. And so that's why I think it's important to understand the scenarios that we're thinking about and making sure we continue to put that risk of view on it because everything can't be high risk panic all the time. And if it's not high risk panic all the time and just like that, it's just live. That's real life. That's how I was going to say this is great. This is exactly the same. And I think we have to be willing and wanting and empathetic to the situations that we're working. And just the same way that my dog is sitting here the same way. And if he heard that bark he would've joined in the conference call. but I think it's important because I think we're going to put that stress on people. We're putting the stress on resources, we're putting the stress on the dynamics that we talk about in a virtual world. And so understanding what that means while at the same time obviously needing to continue to, to secure our environments, our organizations, our people, et cetera.

Mike Kearney: So Steve we've talked a lot about the fact that people are under a tremendous amount of stress both with work like work goes on, but now we've got our kids running around or other personal needs that we need to attend to. What are some things that you think organizations can do beyond what we've talked about to really help their employees through this very stressful time?

Steven Hatfield: It's a great question. First, I think to some of the earlier points made around communication and, and the change dynamics leaders communicating out that they recognize this sort of personal situation that people are in and making it okay. It is okay for
your dog to show up on that call. Right. Is part of that, I think that there are some techniques that can be brought to bear around how we manage wellness, how we manage kind of mental health and emotional health and getting some of that information out to employees.

And even to the extent organizations can applying it in interesting ways to the comment made earlier I think by you about a virtual, a happy hour and I've heard comments about teams doing virtual yoga classes or going on virtual bike rides and sounds. Bringing some of those to the table will go a long way to enable organizations to help their employees grapple with some of, you know, the, the sort of wellness and emotional stress. And then finally there, there are organizations that are now starting to think about how to create the right opportunities for childcare and providing some of that as needed or elder care, providing some of that as needed or access to some of that as needed.

Now granted it's a little it's a little interesting dynamic right now given the broader issues around social distinct thing, but some of that is being thought about and brought to the table.

Mike Kearney: Steve, I want to pick up on one thing you mentioned earlier and it's about communicating and that's something that I think every one of you have mentioned so far. What are your thoughts or advice to a leader, a CEO around transparent communication? Because one of the things I was talking with a colleague about today, I'm actually a client, was how much should we communicate? And I think obviously communicating in a very authentic and open way will probably give more confidence and hope to employees, but sometimes, you know, leaders are reticent I guess in order to communicate too much. What's your perspective? Anybody else wants to jump in, you certainly can.

Steven Hatfield: Sure. I don't think it's possible to over communicate right now. I think that any all leaders should be thinking about getting in front of their people relatively frequently, once or twice a week and offering them whatever update is possible to offer them and offering them information on what they know and don't know and being transparent about. We don't know that yet. And we're figuring out that out and the ways in which they have different parts of the organization looking at, determining how to scenario plan, session slash solve for some of the issues that are highly unknown. There's great comfort in knowing that the right people in the organization are worrying and figuring out the things that are worrying to you so that you don't need to worry about them as much and can focus back to what's, you know, critical for your day to day, more impactful for your, you know, current work. And so the dynamic of transparent communication I think becomes more paramount at a time when things are uncertain because the acknowledgement that we don't know yet, it goes quite a long way.

Mike Kearney: Erica, Deb, do you want to jump in on that one?

Erica Volini: I think it's both about transparency and also about empathy. Empathy is incredibly important right now in the community. It goes back to starting with the recognition and acknowledging and understanding of where people are or even acknowledging and that you might not know exactly what they're thinking and encouraging them to communicate back to you. Right? It's, it's bi-directional, I agree with Steve. I think that there is no over-communicating at this point, but I think the communications being able to be both ways. Leaders need to operate with an empathetic ear, which means taking the time to understand, maybe opening every meeting with a caution around how they're doing and maybe making that question specific to their personal circumstance to really make them feel like “we understand specifically what's happening with you”. The ability to communicate, to work, to lead through influence, right, is very different. The ability to demonstrate empathy in your interactions is going to be very different. The diagnosing of a situation if you're not physically in front of your employees is very different. So I do think we're going to see a new leadership model evolve, but as it relates to communications, there's no such thing as over communications. But make sure that empathy is front and center.

Deb Golden: The only thing I would add to that is, you know, something I think everyone needs to be considering is both the conscious and unconscious bias. I think particularly in times of quick moving dissonance, whether that be positive or negative as things just change with uncertainty, we're not always as conscious of unconscious bias. And again, I would just add to the other comments that are already made as we think about when we're interacting with others--doesn't matter, where they come from, what they do, what their background is, where they are in the organization, if they're employed today or not mean having, and not only an empathetic view, but also making sure we're not encroaching on any of our own unconscious bias.

Mike Kearney: Hey Deb, I'm going to stick with you. and then after that we're going to go to a lightning round where I'm going to ask you all questions that you're going to be able to respond to quickly. From a cyber perspective, what do you think leaders should be doing now today when thinking about their cyber program long term? Are there things that they should be considering planning for implementing now that would benefit them long term?

Deb Golden: Absolutely. I mean, there are a couple of things I'll highlight on one, which again, it sounds like I'm telling everybody to think about their mental health by journaling, but I mean, create a running diary now. Designate personnel to keep detailed logs of activities so that we can track, review and understand what's going on in a crisis response. So now that we have the opportunity to actually track this type of detailed record is going to provide us with clear insights into the future for how we can improve upon them.
Second, I would say update your security incident response playbooks and create an after action report. Again, mainly because we never intended to put this amount of stress on the organization, so include all changes that you can think of: call trees, points of contacts, its procedures, system prior distinction, what gaps were there, what insights were gained?

One thing to consider is that in a crisis, there often needs to be clear decision rights. Many organizations are not reacting quickly enough today because they've not triggered appropriately. They don't know who to go to. They're spending time thinking about the questions, not so much so who do I go to immediately to get those answers?

The third area would be around bolstering security in high risk areas. Obviously, we know to update security architecture and ensure coverage for insider threats cyber diligence. We just know things aren't going to snap back to normal. It's not going to be a flip of the switch or a snap of the fingers. There's going to be a gradual return to whatever the new normalcy is. And I think in turn we have to look at how we bolster those areas.

And Lastly, I would suggest developing a mature enterprise wide crisis management capability, looking at sensing, monitoring, reporting. How do we actually execute with intent and build that strategy for response, including stakeholder engagement, crisis communications, operational response, all the pieces that we could have to be better prepared for in the future. I'm hopeful that we only have to go through a pandemic once, but as we all know, history tends to repeat itself.

Mike Kearney: Hey Deb. You made a comment at the very beginning of your answer, which I think applies to cyber obviously cause that's the context in which we were talking about it but, but really everywhere. And that's journaling and the notion that you should be writing down almost real time, the experiences that you have and the lessons that you're learning because that's going to be so invaluable in the future.

Deb Golden: Indeed. And I think it's the only way that we can, when we think about, again, you often don't think about journaling in the way of cyber, but I will call you hashtag journal is it's the best thing for cyber right now.

Mike Kearney: Maybe we could get something to trend. Okay. So we are going to do the lightning round. Uh, Steve, Eric and Deb. I'm going to go in that order. Steve, Eric and Deb. I will ask the question, just give your brief response and we'll roll through these fairly quickly. So the first one is what one piece of advice do you have for leaders? Let's just say a CEO who are leading through this extraordinary time of uncertainty.

Steve, you're up first.

Steven Hatfield: Engage with your workforce and be as transparent as possible about what you don't know or don't know and assign of course the right people and the, you know, the, the scenario planning that needs to happen for the future.

Mike Kearney: Erica?

Erica Volini: Challenge everything. This is a once in a hopefully lifetime opportunity to really rethink the way you're working today, what work you're doing whether your business strategy is focused in the right areas as much of a challenging time as this is, it also is a time of opportunity. And I think organizational leaders to use that to reset cultural norms, challenge the way work happens today, and bring new thinking to the table.

Mike Kearney: Deb?

Deb Golden: I would go with be patient, pause, and take time to evaluate.

Mike Kearney: Love it. So what happens when hopefully it's sooner rather than later we get back to business as usual. Do you think this is going to change how we work in the future, Steve?

Steven Hatfield: Absolutely. I don't think it's going to go right back to where it was pre-coronavirus. I think that instead people will calibrate to a different, a different dynamic, a different operating model, a different set of working norms and that will, that will incorporate some of what they learned in this process.

Mike Kearney: Erica?

Erica Volini: It depends. For some organizations I think it will, if they've really embedded these new ways of working into their culture, into the way their leaderships act and into the way they measure and reward performance.

Mike Kearney: And Deb?

Deb Golden: You know, honestly, I just think whatever was once normal is going to be very different. I don't know that we can ever say that we're going to go back to what was normal. I think tomorrow's day is going to be just that tomorrow's day and it's going to probably be very different. It's going to cause us to not only be different from a consumer perspective and a buyer perspective, but I just think all of us individually are going to need to look at what is going to be different. And regular operations are candidly probably not going to be all that regular.

Mike Kearney: I would say the one upside of crisis is innovation and we're seeing it all around. What innovation are you seeing as it relates to the crisis that we're going through? And Steve, I'll start with you again.

Steven Hatfield: The thing that's emerging now is our, at the team level, teams are learning how to operate together in this way and it's providing them the ability in some ways to transcend, you know, space and time to work in a different way and in a way that can, in many ways be much more productive.
Mike Kearney: Erica?

Erica Volini: I think innovation related to how we sense what's happening with our workforce in real time and the ability to get not the standard analytics that are out there right now, but a new level of knowledge and insight on a real-time basis in terms of what's happening with our workforce. That can change the way we interact with them moving forward.

Mike Kearney: Deb?

Deb Golden: And I'll take it from a slightly different perspective. When I think about cyber, if we're not leveraging innovation, artificial intelligence and machine learning, we're going to continue to get way further behind the curve. And so given the fact that our threat landscape is expanding so much beyond the four walls before, beyond our houses, beyond the country, we really need to be leveraging artificial intelligence or innovation to be able to drive more ineptness and intuitiveness into how we're looking at threats.

Mike Kearney: I am going to mix it up because I've started with Steve on every one. I'm gonna start with you, Eric, on this one. And this question simply is how are you seeing leaders inspire their employees during this time?

Erica Volini: Sharing about their personal lives, bringing their personal lives to the forefront. I think there's nothing more inspirational than that. From my perspective, I have a 17 month old and yesterday I posted my son surrounded by all of the stuffed animals, kind of joking about the fact that it was the best way I can simulate a live global audience. And I think that, you know, finding ways to bring your personal life to the forefront, injecting a little bit of humor and a little bit of humility is inspiring because it communicates to your employees. You're all in the same place, you're all dealing with similar issues and everyone's in the boat together.

Mike Kearney: Okay. Deb, now to you, how are you seeing leaders inspire employees to thrive during this crisis?

Deb Golden: I mean, honestly, it's just a way for us to continue to showcase the strengths of each other and support each other. I mean, whether that's the stories that I'm hearing for someone who drove 4,500 miles literally overnight to get their two children to make sure they could be with them during this crisis, all the way through to people having virtual dance parties. I had one yesterday with my team and I was a three minute dance party. Music was up incredibly loud and just allowed everyone to not only disconnect for three minutes but to literally think about nothing other than smiling, having a good time. People's kids enjoyed and joined in, my two dogs joined in, so just being able to have and feel connected when we're not physically being connected.

Mike Kearney: Steve, how about you?

Steven Hatfield: I think for me what inspires me to the leaders that are showing more empathy, more, more authenticity, sort of more of a humanized to this experience. I've also been very inspired by the organizations that have stepped up to sort of address the crisis organizations that have shifted their operations to do things like create more hand sanitizer or get out more supplies in certain ways. And I think more and more of that contribution will help us all as a collective.

Mike Kearney: And our final question I'm going to with you Erica, what's one thing that you want to leave with executives who are leading a virtual workforce?

Erica Volini: Virtual work is a starting point to transitioning to the future of work. It's a phenomenal foundation from which to build and take advantage of this opportunity and extended to really reimagine the way work can happen moving forward. It will help position you for the future in ways you can't even imagine right now.

Mike Kearney: I love it. Deb?

Deb Golden: I love it as well. And I would say look at focusing on the things that we can control. I think sometimes some of this seems so inevitable, but if we focus on the things we can control, like how do we actually optimize working virtually, we can control those things. And candidly, we can also then optimize what the situation is and so incredibly optimistic view. But I don't know any other way to look at life and so when you think about the things we can control, the things that we can impact, being able to be in a virtual environment, there are positives, there is innovation. It is to Erica's point, the future of our work. We need to really embrace that and figure out how we can best control it and continue to push forward.

Mike Kearney: And Steve take us home.

Steven Hatfield: So I think it's very possible to be highly productive virtually. And I think the technologies that exist today are enabling us to do that across multiple jobs in multiple domains, even more physical work. And now through these technologies we can continue to make that trend happen so that people can have more interesting and meaningful and safe work.

Mike Kearney: Thank you Erica, Deb, and Steve, I know that you are extremely busy with your families and clients. Thank you for the gift of time and the incredible real-time insights. I know that this continues to be a stressful and unpredictable time for all of us. Obviously, the situation is fluid and none of us has all the answers, but we will continue with the special series to help you on the journey.

Personally, I'm staying busy with work and my family. I'm a huge believer that challenges and obstacles create the greatest meaning in life. So I'm optimistic that there will be a lot of good that comes out of this and I hope you share the same hope and that you find positive outlets in these trying times. There's so much to consider with COVID-19 and we've really only scratched the surface, so stay tuned as we bring you more
insights from leaders across disciplines as we go deeper into the issues facing businesses during this crisis.

For more insights across all aspects of this topic, look to Deloitte.com; you can also find us on Apple podcasts, SoundCloud, Stitcher, Google Play, and even Spotify.

And if you have any other stories you want to hear more about, suggest them at deloitte.com/resilient.

Until next time, stay safe and remain resilient.