Business and people priorities toolkits for the 'new normal'

Post pandemic (Covid-19)

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Business and people priorities

STRATEGIES FOR THE NEW NORMAL

PEOPLE STRATEGY

1. **Well-being**
2. **Leadership resilience**
3. **Talent attraction**
4. **Talent development**
5. **Talent retention**
6. **Employee engagement**

BUSINESS STRATEGY

7. **Company culture**
8. **Employer branding**
9. **Competitive advantage** (innovation, digitalisation & transformation)
10. **Business continuity** (diversity, localisation & new business opportunities)

BUSINESS PROCESSES

11. **Work function** (changes to policies & processes)
12. **Productivity**
13. **Technology adoption & change management**

People Strategy Toolkit

Talent attraction

Talent development

Employee engagement

Talent retention

Leadership resilience

Well-being
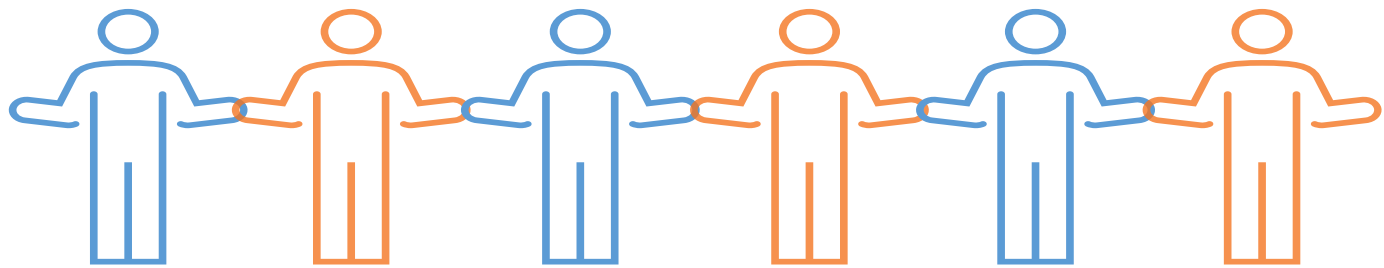
Tips on toolkit

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01 Analyze

Review the learni

Employee Engagement toolkit

Employee Engagement

In the world after Covid-19 as we emerge through the crisis

Covid-19 is an unprecedented pandemic causing disruptions worldwide for employees, businesses and the government. The engagement of employees become top priority for the companies, companies are forced through rapid digital transformation of their business processes in a matter of days. 80% of the white-collar workforce in Singapore are being deployed under the work-from-home regime.

With remote working here to stay on a permanent basis, how can leaders lead employees through these times of uncertainty?

How can companies connect and show support to employees while they are managing both personal and work challenges if employees work from home on a permanent basis?

This toolkit includes the following material:

Benefits of employee engagement
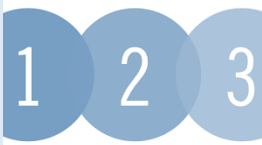
3 step to revamp employee engagement experience

Guiding questions, tips and survey for practical application

Purpose & Benefits

This toolkit is targeted at business leaders and HR leaders alike, as they prepare for the new normal post pandemic. We recognise that most businesses will be fighting hard focusing on immediate priorities as they battle through a pandemic and the resultant economic turbulence. As a result, they may not be able to pause, look ahead and plan for future.

This toolkit is a ready reckoner that will enable HR practitioners to diagnose and solve organisational challenges across various dimensions including strategic and operational people priorities.

Companies with strong commitment to engage and build great relationship with employees will cultivate positive work environment and develop greater value from the contributions of its employees.

Reboot culture, redesign virtual employee experience

01 Assess the situation

Understand what has emerged and why, how it exist today and the way it may evolve without intervention.

02 Redesign and plan

Redesign culture and employee experience your company need to be successful.

03 Execute

Decide whether to build a new plan, evolve naturally or stop and repair the damage.

What were your struggles during Covid-19?

Please take 10 minutes to complete these 3 questions

Question 1: List at least 3 of your personal struggles while working from home.

Question 2: How do you feel while working from home?

Question 3: How do you think your company could have done better under this situation?

Note: You may use the same checklist to customise for other groups of employees who are working full-time or staggered hours on-site.

Our struggles in unprecedented times

Employees' concerns	Employers' concerns
Anxiety over personal challenges: health, family, job and financial security	Company performance during uncertain times
Access to food, medical, hygiene and other supplies	Unable to retain full attention from employees resulting in stalled projects or initiatives
Anxiety over continuous pandemic news updates and changing requirements from the government	Higher numbers of resignations due to increasing performance expectations on employees
Work environment challenges: technology, kids at home and safety concern for working at workplace	
Difficulty connecting with co-workers and customers and other contacts	

What makes the workforce remain engaged post Covid-19?

Engagement

Leaders need to continuously engage employees to make sure the workforce is committed in doing their best to achieve company objectives.

Engaged workforce

Enablement

Leaders has the duty to ensure that employees has the right tools and skillsets to enable them to succeed on their job.
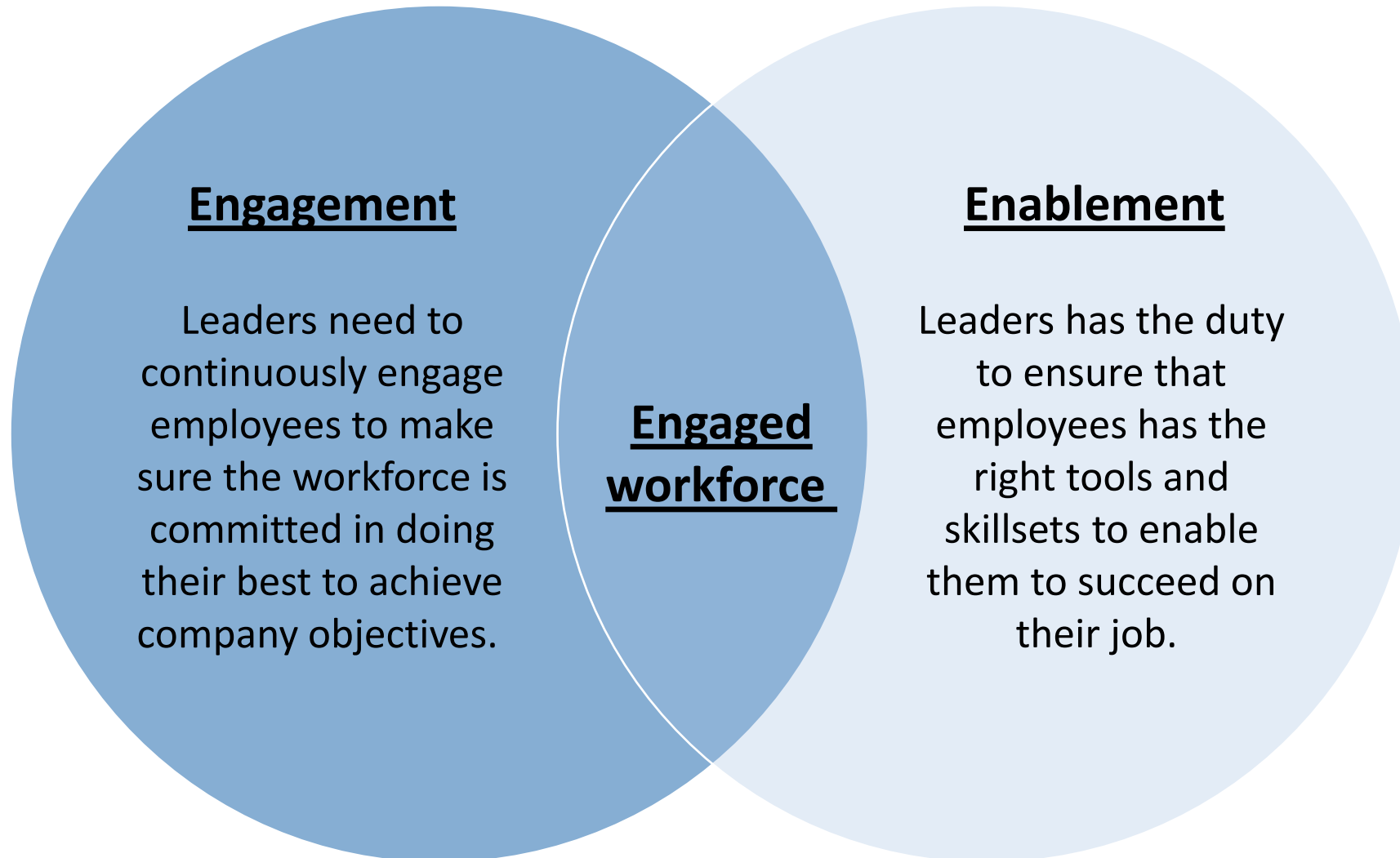
Ways in which leaders can enhance employees' virtual experience

Remote **relationships** with manager and colleagues

Virtual employee experience

Workspace is their home
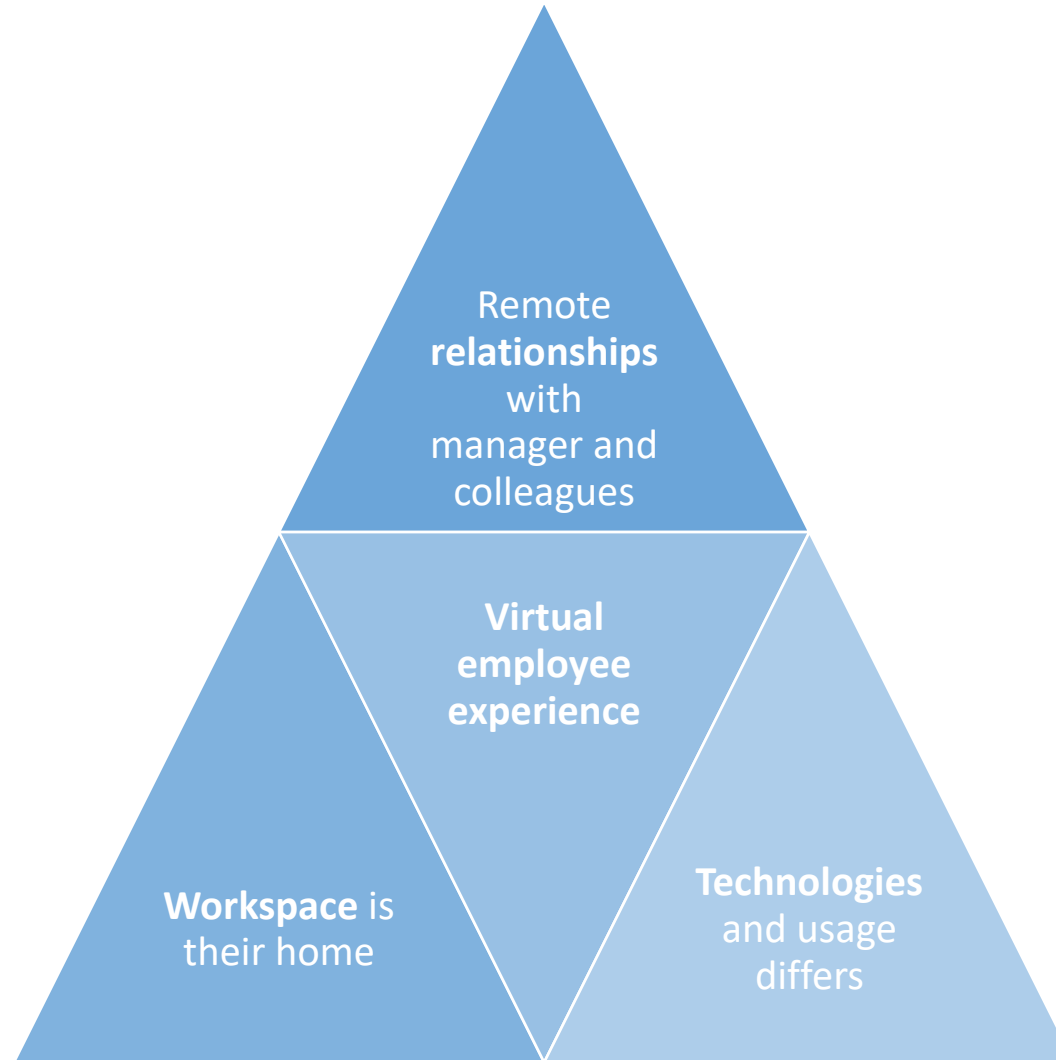
Technologies and usage differs

Tips

Guiding questions

Survey

Tips for leaders

01 Leaders should send out candid and personal communication frequently

- Leaders have to communicate with employees in real time
- Honest communication is valued by employees.

Benefits in company perspective	Benefits in employee perspective
• Employee are clear of the changing strategy and build alignment quickly. • Create engagement by fostering an empathic environment.	• Empathy from leaders reduce stress • Being authentic or frank in your communication will build understanding and feelings of empowerment to act.

02 Health and safety is the top priority

- Employees must feel valued to be motivated to do and deliver more.
- Tailor messages to different groups of employees to provide support practically and emotionally.

Benefits in company perspective	Benefits in employee perspective
• Ensure employees are taken care of both physically and mentally.	• Put employees at ease and reduce anxiety

Tips for leaders

03 Being pragmatic on the usage of technology

- Technology connects employees and increase their productivity while being restricted to work from home.
- Technology brings frustration to the employees as well; all parties should embrace the constraints of current technology.

Benefits in company perspective	Benefits in employee perspective
• Plan, design and execute communication to educate employees on what can or can't be done through digital platforms. • Gain feedback from employees on the state of digitalisation effort by encouraging them to communicate on their experience.	• Being able to provide feedback on technology reduce employee's frustration and drive improvements on the platforms.

04 Be understanding on employee's personal challenges and provide resources

- Employees might be struggling with personal issues and worries.
- Company can take the opportunity to emphasise on benefits schemes, assistance programs or even childcare support.

Benefits in company perspective	Benefits in employee perspective
• Employee might not be forthright on their daily struggles. Company can make clear of the available benefit schemes to let employees know their entitlement. • Company will likely be able to retain their employees longer if employee feel they receive genuine help.	• Employee will feel supported if company show their support to get through difficult period. • Benefit schemes that are not used before will be useful and valued by employee now.

Tips for leaders

05 Flexible time management for workday

- Employees might be struggling to balance both personal matters and their work.
- Teams can pre-arrange and agree on blocks for meeting or work.
- Meetings might need to be shorter, less frequent or cancelled entirely.

Benefits in company perspective	Benefits in employee perspective
• Open communication about different time management can help teams to align, revive productivity and reduce distractions. • Better time management practices going forward will remain permanently after pandemic ends.	• Employee will have a better sense of control to manage themselves, their work and their life commitments.

06 Focus on critical items

- Leaders need to plan and communicate main focus and objectives to direct reports.
- Leaders need to give employees permission to focus on critical items while navigating through the crisis.

Benefits in company perspective	Benefits in employee perspective
• Leaders will have clearer view of tasks that are important and truly critical. • Identify activities that the team can do without can help streamline activities in future.	• Understanding company's true priorities can help employees to create and manage space to handle both work and personal matters.

Tips for leaders

07 Acknowledge that employee experience may be different and ever-changing

- Different employees might be experiencing and struggling through the Covid-19 crisis differently.
- Leaders should not make any assumption on how employees are getting by the crisis.

Benefits in company perspective	Benefits in employee perspective
• The impact of communication will be enhanced when company understand in employee's shoes and acknowledges that employees are coping through the crisis differently.	• In highly stressful period, employees will feel valued if they are treated as an individual instead as a workforce at large.

08 Address performance expectation and rewards

- Leaders will need to redefine their expectation of company and employee performance.
- Company will need to re-think on how to show commitment to employees if they face difficulties in rewarding employees.
- Company who communicate on how they will manage performance and rewards eliminates employee's speculation and reinforce a sense of internal equity.

Benefits in company perspective	Benefits in employee perspective
• If company can show employees that their contribution will be recognised and being rewarded in return, employees will be motivated to put in additional efforts.	• Company's clarification on their future plans reduces employee uncertainty on performance expectation. • Employee will realign priorities to create new pathway to excellence.

Tips for leaders

09 Informal interaction to encourage innovation

- Informal communication amongst employees build camaraderie and stimulate creativity and innovation to resolve problem.
- Company should provide informal communication channel.
- Removing formal communication channel is the greatest driver of informal communication.

Benefits in company perspective	Benefits in employee perspective
• Informal interaction and communication encourages innovation and creativity to solve business issues which business requires at the current juncture.	• By reducing formal communication channel, employee can fill the additional time by replying to texts, emails, team chats to get the true problem solving done.

10 Give employee a voice

- Company need to provide a channel for employees to express what they think, feel and experience.
- It can be done via formal channel e.g. Townhall session, employee suggestion box, dialogue session, newsletter
- It can also be done via informal channel e.g. managers managing direct reports or focus groups to work on solutions.

Benefits in company perspective	Benefits in employee perspective
• Employee must feel heard and understood and see that their feedback being realised before they feel engaged.	• This is an opportunity to identify new leaders and innovators.

Guidelines on execution plan

Please take 10 minutes to complete the 3 questions below

Question 1: How will you decide whether to build a new strategy?

_____

_____

_____

_____

Question 2: How will you apply this strategy in your actual workplace?

_____

_____

_____

_____

Question 3: How do you plan to execute this strategy?

_____

_____

_____

_____

Work from home survey for employees

Q1: How satisfied are you with your current work from home arrangement?

- ❑ **Very satisfied**

- ❑ **Somewhat satisfied**

- ❑ **Neither satisfied nor dissatisfied**

- ❑ **Somewhat dissatisfied**

- ❑ **Very dissatisfied**

Q2: Compared with last week, are you feeling more optimistic or pessimistic about working from home?

- ❑ **Optimistic**

- ❑ **Pessimistic**

- ❑ **About the same**

Work from home survey for employees

Q3: What are the TWO biggest challenges you are currently facing while working from home?

- ❑ Too many distractions at home
- ❑ I don't have access to the tools or information I need to do my job at home
- ❑ Internet connectivity
- ❑ Social isolation
- ❑ Communication with co-worker is harder
- ❑ General anxiety about the impact of coronavirus on my life

- ❑ Keeping a regular schedule
- ❑ Childcare
- ❑ I am sick or helping others who are sick
- ❑ My physical workspace
- ❑ Getting enough food
- ❑ Others (please specify)

Work from home survey for employees

Q4: Do you have all the equipment you need in order to do your work from home?

❑ Yes

❑ No

Q5: Do you have a dedicated workspace where you can work at your home?

❑ Yes

❑ No

Q6: How often do you keep to a regular working schedule at home?

❑ Everyday

❑ Most days

❑ About half the time

❑ Rarely

❑ Never

Work from home survey for employees

Scan here to access the survey questions online

Guiding employees through the aftermath of Covid-19

"The key to manage both company's and employees' concerns is to lead with *empathy and understanding*.

Leaders should *engage and enable employees to succeed*."

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Thank you