

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
(business transformation & innovation)
10. Business continuity
(diversity, localization & new business opportunities)

BUSINESS PROCESSES

11. Work function
(changes to policies & processes)
12. Productivity
13. Technology adoption
(digitalization, use of big data, IoT etc)



Business Strategy Toolkit





Tips on toolkit

To start, you can navigate around the content page to get to the respective section that you wish to access.



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BUSINESS & PEOPLE PRI

[People strategy toolkit scope](#)

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01 Analyze

Review the learni



Company Culture toolkit





Company Culture



To Build a Resilient organization Culture

The impact from COVID-19 has driven a paradigm shift and will continue to transform the way businesses operate over the coming months. Although the crisis has introduced unprecedented challenges, it has also formed a silver lining as the catalyst for change for many organizations.

How can organizations foster an adaptive and agile business culture to emerge stronger after the crisis? What are the strategies HR can implement for organizations and employees to reboot, reinvent themselves and thrive in the new normal? How can the momentum for change be sustained and what is the lasting impact on workplace culture?

This toolkit includes the following material:



Benefits of Company Culture



4 Steps business framework to build a resilient organization culture



Activities, Case study and Guiding questions 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 recognize 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 organizational challenges across various dimensions including strategic and operational people priorities.

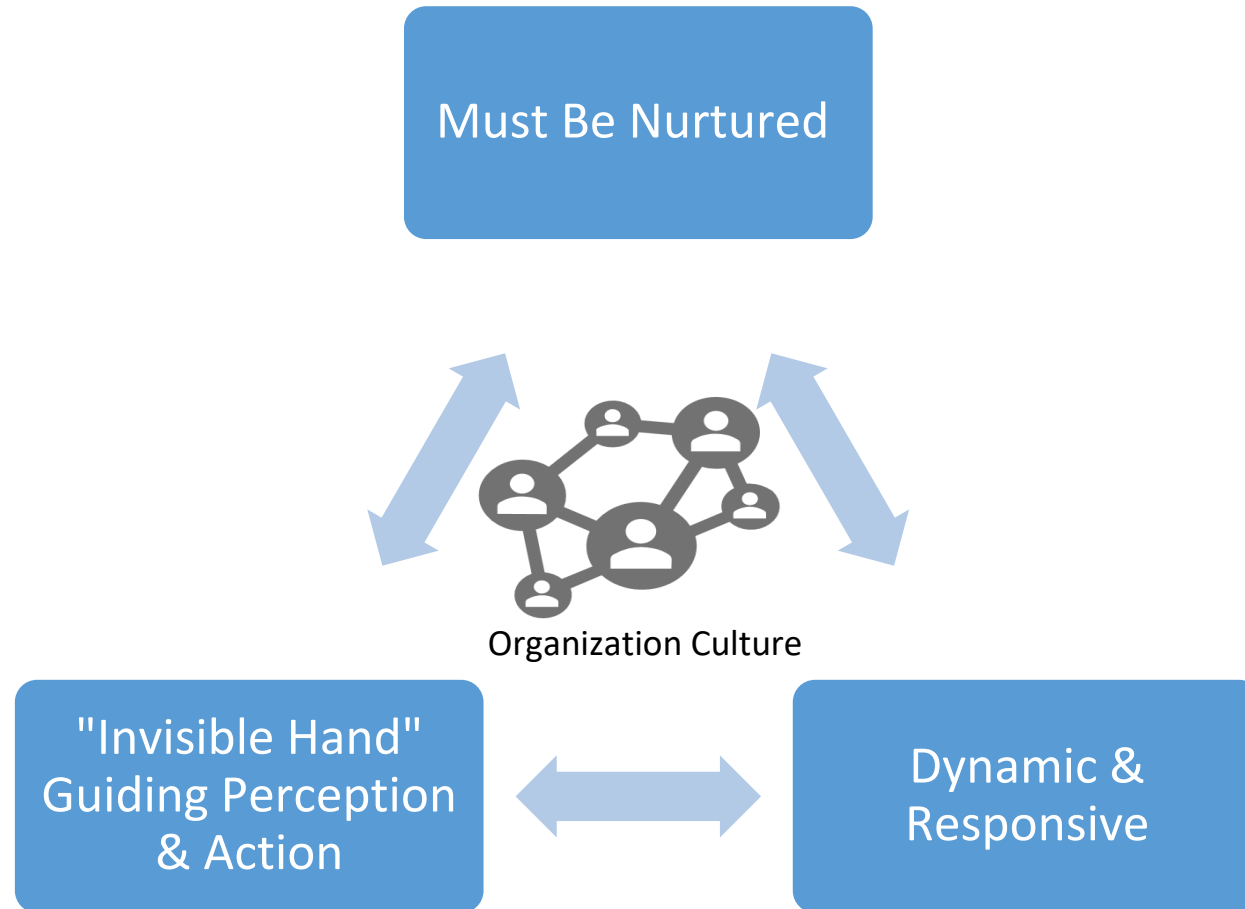
Building a resilient company culture during Covid-19 pandemic will cultivate and reinforce the management and employees on their values and practices of the organization and align with the organization objectives. Establishing such culture within your organization makes employees passionate to be part of your mission.



Why Culture, Why now?

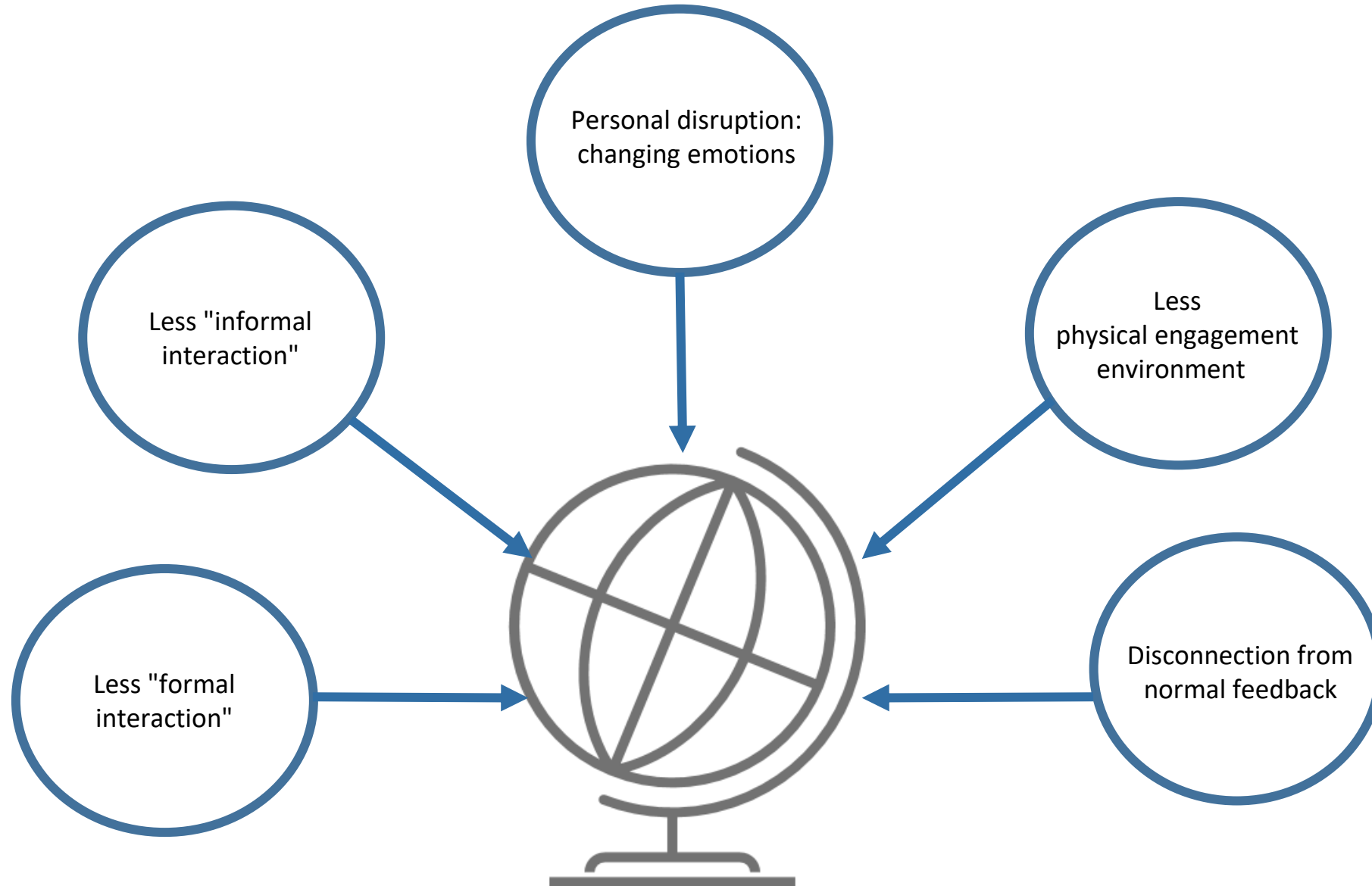


Organization culture is a set of shared beliefs and values which governs of how people behave in the organization and is essential to cultivate and reinforce in the workplace in the new normal.



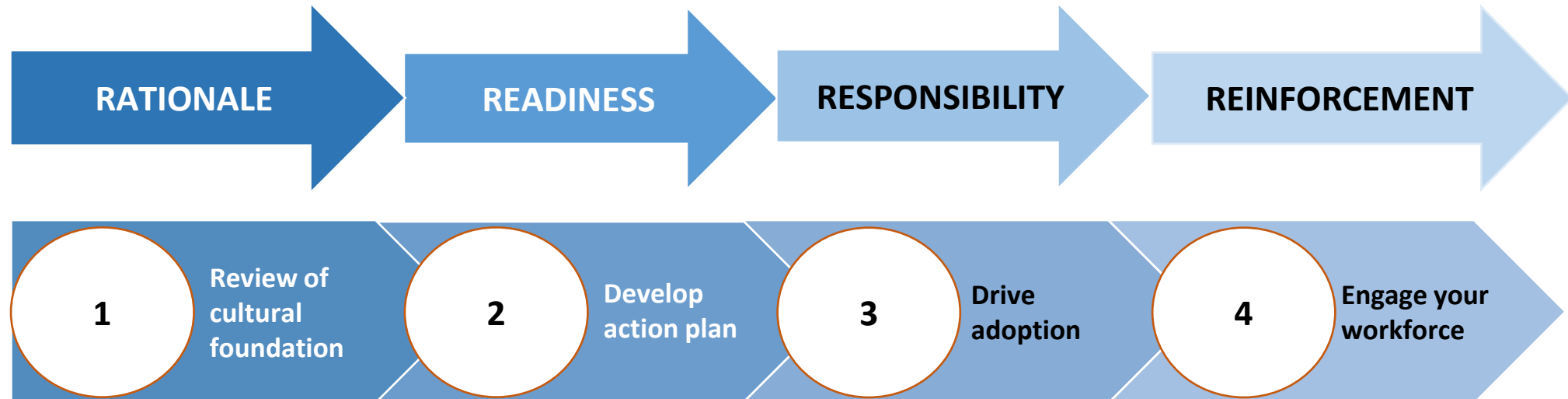


Impact of today's environment





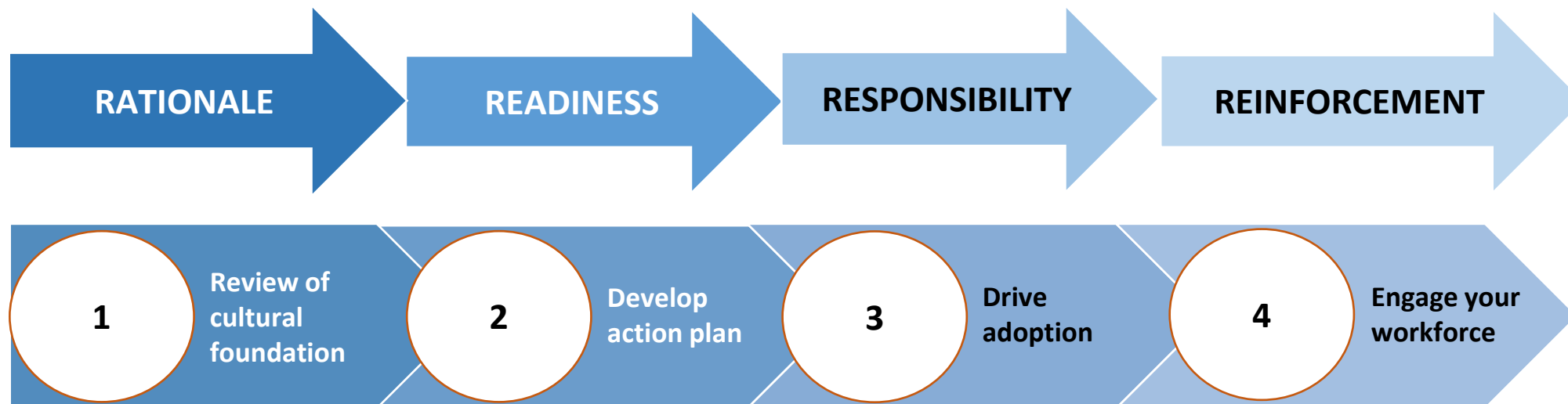
Framework to build a resilient organization culture



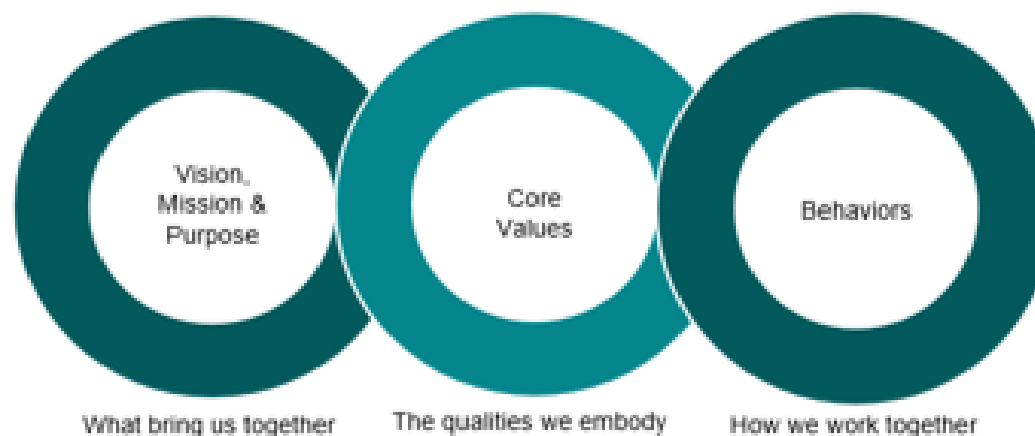
This is a four steps framework that focuses on building a resilient organization culture.



Framework to build a resilient organization culture



- Review company's core commitments and values based on post COVID-19 context
- Assess the current culture foundation and determine the desired culture.





Step 1 - Review of cultural foundation



Review on Company Commitments and Values

Vision
Provides direction for company

Mission
Drives the company

Values
Guiding principles and philosophy to support company core commitments and shape **company culture**



Conduct Pulse Survey with employees

Objectives

- Assess the current organization culture
- To align employees with company commitments and values
- Show that you care for your employees
- Lead effectively through the crisis
- Effectiveness on the new normal workplace that you are cultivating
- Ensure your workforce is prepared the new normal

Refer to Appendices for guiding tips



Step 1 - Review of cultural foundation



Vision



Gives company direction

Focus on **future**, source of **inspiration** and **motivation** on what an organization **wants to achieve**.

- Is it relevant & sustainable in the post COVID-19 world?
- Is there a shift in what the organization wants to be?
- What problems are we solving for the greater good?

Mission



Drives the company

Focus on **present** and what an organization **does to attain it**.

- Can it connect to today's situation?
- Is it sustainable post pandemic?
- Does it provide a sense of security for your teams?
- Is there a shift in who we serve and how?

Values



Guiding principles and **philosophy** to support company's core commitments and shape **company culture**.

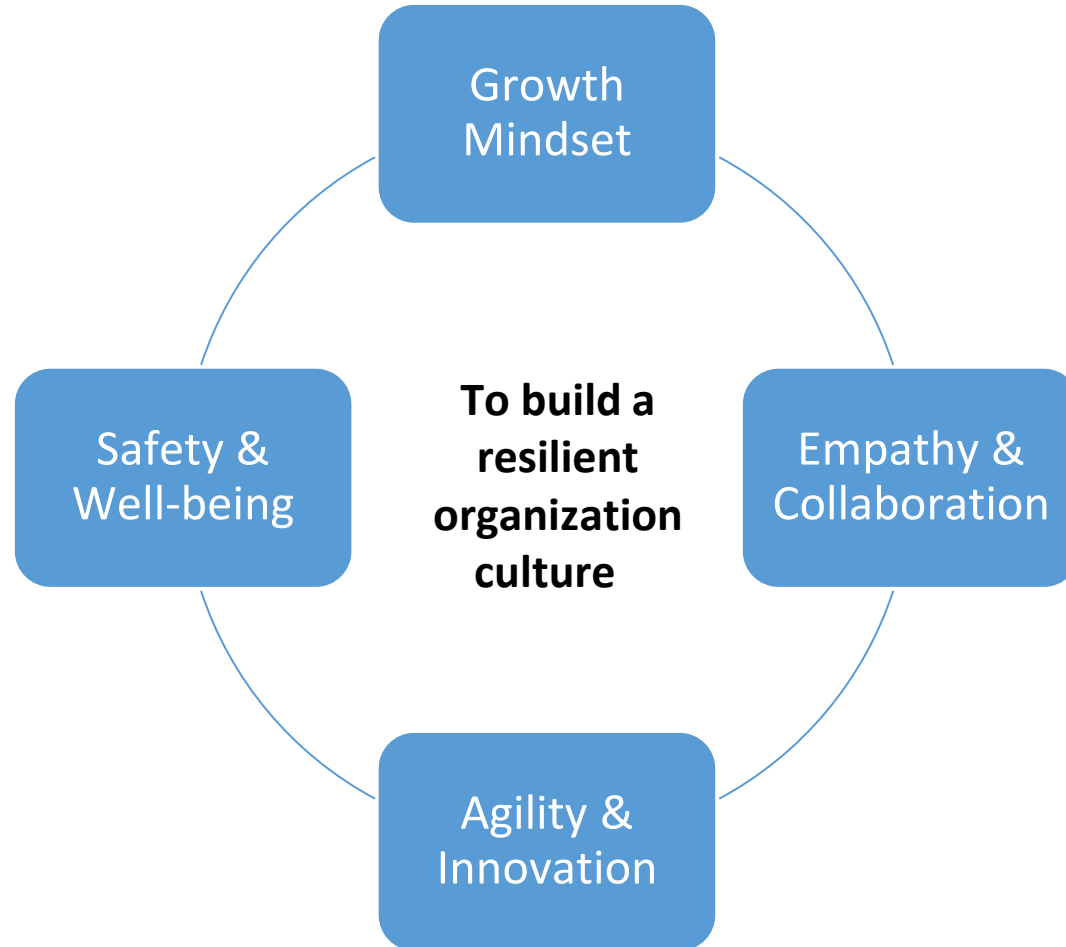
- Are these values linked to the company's core commitments?
- Identify key values to drive the right culture in the workplace to thrive post Covid-19; values should be a bedrock for good & bad times.



Step 1 - Review of cultural foundation

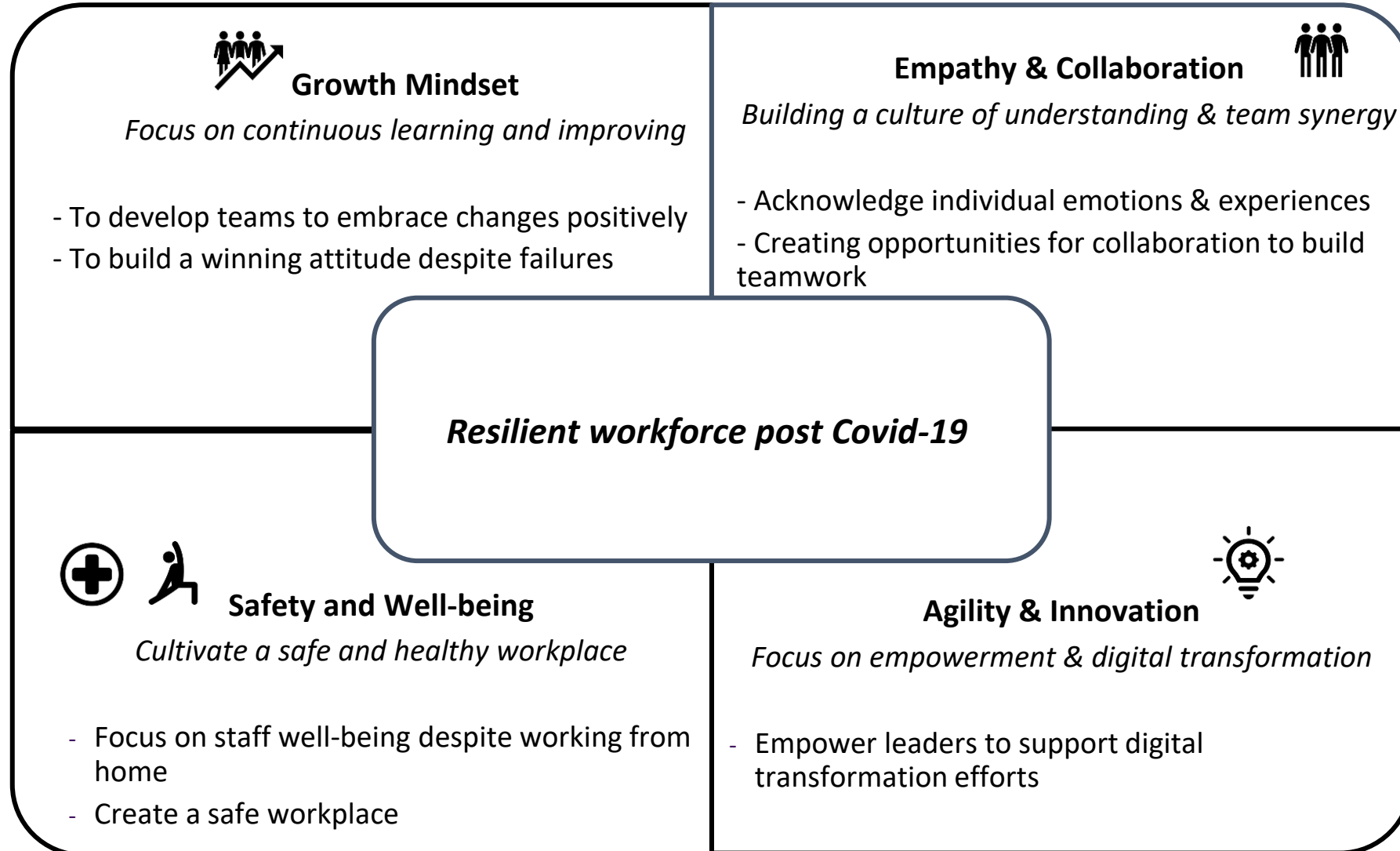


Important core values that have emerged during the pandemic





Step 1 - Review of cultural foundation





Step 2 - Develop action plan



Develop action plan to align your teams with company's shared values and objectives in order to drive the right culture in the workplace in the new normal





Step 3 - Drive adoption



Embed the desired values in work processes and policies

Recruitment & Selection

Onboarding

Learning &
Development

Reward, Compensation
& Benefits



Step 3 - Drive adoption



Embed the desired values in work processes and policies

Recruitment & Selection

Onboarding

Learning &
Development

Reward, Compensation
& Benefits

Conduct cultural fit interviews to determine alignment to organization values

Application:

Interview Questions on Growth Mindset

- 1) "Tell me about the most resistant person you have ever met"
- 2) "Tell me how was your experience working from home"

Interview Questions on Accountability

- 1) "Tell me something about your struggles during circuit breaker and how you overcame them"
- 2) "Which personal or professional mistakes have you learnt the most from?"

Conclusion:

- 1) Look out for the candidate's approach
- 2) Does the candidate demonstrate the values that you are looking for?



Step 3 - Drive adoption



Embed the desired values in work processes and policies

Recruitment & Selection

Onboarding

Learning &
Development

Reward, Compensation
& Benefits

Create a culture first onboarding program to focus on the company's value system, norms and desired organizational behaviors

Onboarding ideas to adopt

- 1) Virtual onboarding program featuring organization's core commitments and values. Customize to ensure authenticity by using language that represents your values and give new hires a taste of what's to come.
- 2) Engage your new hires with their team to have an ice breaking session on the first day to build team synergy.
- 3) Brand your new hire experience from an introductory e-welcome letter to a welcome gift to let them understand the tone and voice of company culture and facilitate them to engage faster.
- 4) Allow new hires to ask questions and provide them with a mentor to learn more about company culture.
- 5) Seek onboarding experience feedback to understand if new hires are heading in a similar direction to that of the organization.



Step 3 - Drive adoption



Embed the desired values in work processes and policies

Recruitment & Selection

Onboarding

Learning & Development

Reward, Compensation & Benefits

Training

Review and customize training programs that are designed to reiterate the core values of the organization.

Checklist:

- 1) What are your efforts in training your workforce to cultivate a growth mindset?
- 2) How do your leaders strengthen their problem-solving skills?
- 3) How do you align your leadership team around organization's purpose and new priorities

Performance Management

Employees who share values and aspirations with the organization tend to show excellent performance at workplace. Performance management programs can impact corporate culture greatly. This can be achieved by clearly expressing what is expected from employees as well as by using a feedback tool that informs employees about appropriate behavior.



Step 3 - Drive adoption



Embed the desired values in work processes and policies

Recruitment & Selection

Onboarding

Learning & Development

Reward, Compensation & Benefits

Design an appropriate reward mechanism that is aligned with expected behaviors and performance

Questions

Impact on company culture

Are employees recognised and rewarded for the actions and behaviours which create positive impact on the organization?

Employees who trust the system are impartial and they understand what is expected from them to advance in their career.

How are rewards (bonuses, promotions, etc) tied to the performance management process?

Maintain consistency for rewarded behaviour at all levels of the organization.

Does the compensation system incorporate long-term business and talent management strategies?

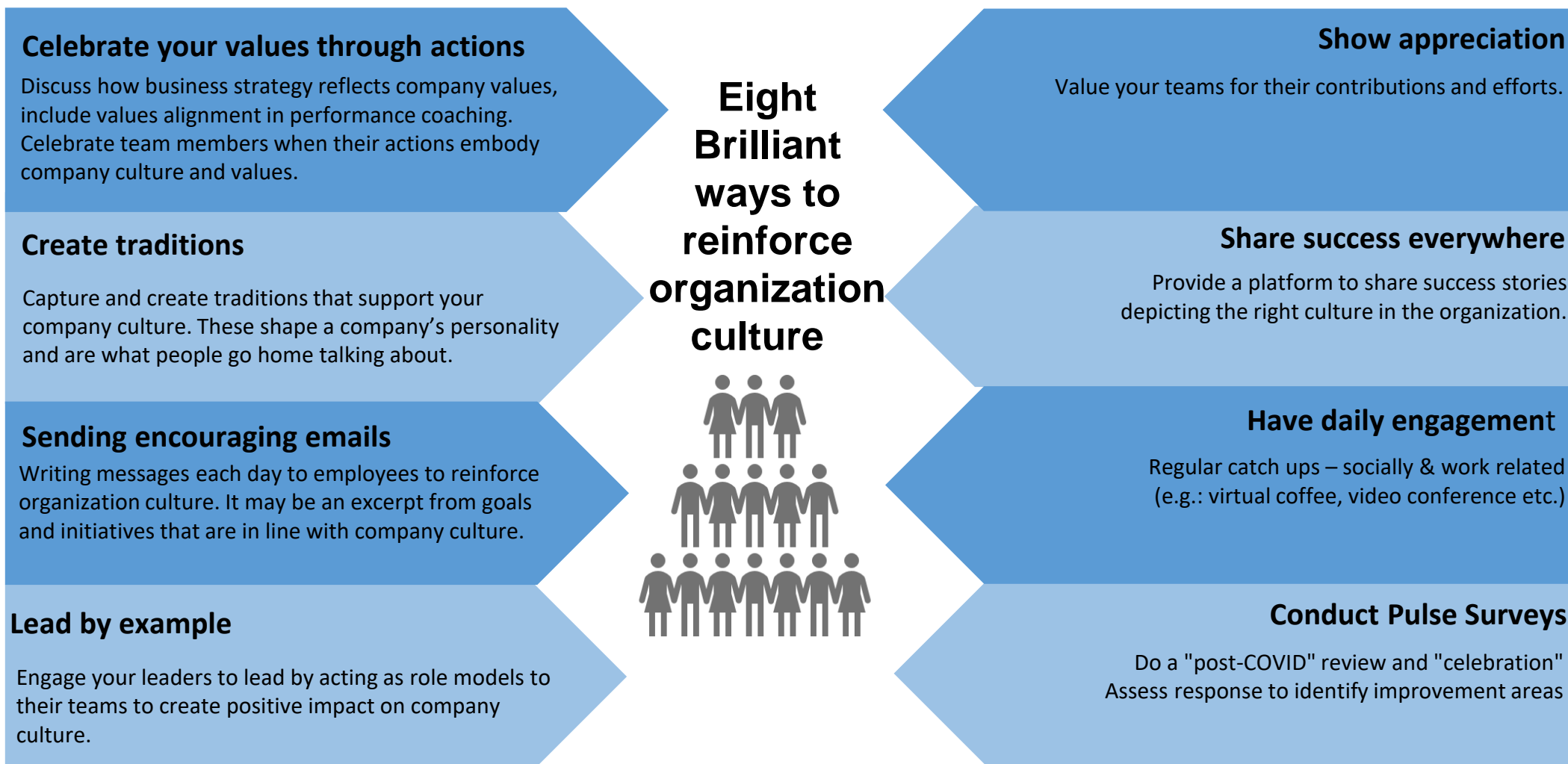
Reward positive behaviors that build and sustain the right culture for the organization.



Step 4 - Engage your workforce



Create a learning environment to share success stories to reinforce the right culture in the workplace





Appendices

Guiding questions



Activities



Case studies





Guiding questions



1. Trust

What is trust?

- An individual's willingness to be vulnerable with team members.
- Believe that team members have good intentions.
- There is no need to feel wary or be protective against team members.

What are the traits of a team with high level of trust?

- Members are able to acknowledge their mistakes and weaknesses.
- Members seek help from one another.
- Accept questions and inputs on their areas of responsibilities.
- Put faith in their team members before arriving at negative conclusions.
- Offer and accept apologies readily.



Activity 1: Individual survey on Trust



Member's response	Almost Never (1)	Seldom (2)	Sometimes (3)	Regularly (4)	Always (5)
Team members acknowledge their mistakes or weakness to one another.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Team members are willing to apologise to each other.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Team members are genuine and do not exhibit signs of bad intentions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Team members ask one another for input with respect to their area of responsibility.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



Activity 2: Team survey on Trust



Input the number of team members who agree to the following statements.
Members have the option to select all.

Our level of trust will improve if our team members:

	Reduce the amount of gossiping		Understand their team members on a personal level
	Acknowledge their own mistakes		Apologise readily
	Do not hold grudges against each other		Are willing to spend time together as a team
	Make an effort to understand each other's working style		Share their success and failures with each other as a team
	Are willing to share information		Give credit and acknowledgement to team members for their good effort



Activity 3: Team discussion on Trust



Q1: Based on activity 2, what are the top 3 options chosen?

Q2: What are the issues that invoke the chosen options in activity 2?

Q3: How will the chosen options improve trust within the team?

Q4: Based on results in activity 1, what three things that the team can do to deepen trust?

Q5: What obstacles do you anticipate?

Q6: What steps can the team take to overcome the obstacles?



2. Constructive Conflict



What is constructive conflict?

- Problem is focused on ideas or concepts.
- Avoid ill-intentions and personal attacks.

What are the traits of a team that engages in constructive conflict?

- Meetings are lively and thought-provoking.
- Engage and explore team member's ideas.
- Solve problems quickly.
- Minimizes politics due to open communication.
- Critical topics will be surfaced for discussion.



Activity 4: Individual survey on conflict



Member's response	Almost Never (1)	Seldom (2)	Sometimes (3)	Regularly (4)	Always (5)
Team members voice out their opinion even if it runs into the risk of disagreement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Team members encourage exchange of opinions during meetings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When running into conflict, teams confront and tackle the issues before moving on to the next objective.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
During team meetings, the team discussed the most important or difficult issues first.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



Activity 5: Team activity on conflict



Member's response	Number Of members who find it as not acceptable	Number of members who find it as tolerable	Number of members who find it as perfectly acceptable	Number of team members who display such behavior traits
Raising your voice when you get agitated.				
Going beyond meeting time to resolve issues.				
Using strong language when you are upset.				
Ignore someone when you are angry.				
Excluding other team members from difficult conversations.				
Behave very emotionally towards team members				
Express anger through indirect action rather than voicing it out.				



Activity 6: Team discussion on conflict



Q1: Which is the most unacceptable behavior voted by the team?

Q2: Why do you think that the behavior is unacceptable?

Q3: What are the ground rules that the team can agree on?

Q4: What are the specific behaviors or thoughts that prevent constructive conflict?

Q5: What do you think will happen to the team if there are more constructive conflict?



3. Commitment

What is commitment?

- Complete buy-in from all team members to proceed with the plan.
- Team members are clear on the decided plan.

What are the traits of a team who engages healthy level of constructive conflict?

- Team members are clear about the directions and priorities to achieve.
- Team members are aligned on the agreed objectives.
- Team members can learn from past mistakes.
- Team members can move forward quickly.
- Team members can change their actions quickly without hesitation once the overall team is aligned.



Activity 7: Individual survey on commitment



	Almost Never (1)	Seldom (2)	Sometimes (3)	Regularly (4)	Always (5)
Team is clear on the directions and priorities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Team ends meetings with clear and specific purpose and action plans.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Team ends meetings with consensus based on what members agreed upon.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Members commit their full support even if they previously disagreed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



Activity 8: Team activity on commitment



I sometimes don't buy-in to the team's decisions because:	Number Of team members who voted for this option
We are not clear about the team priorities.	
Consensus made is against my personal goals.	
I didn't believe that my team members will give their full support on the agreed consensus.	
I don't have all the information.	
There is inadequate time for meetings.	



Activity 9: Team discussion on commitment



Q1: Based on the response in activity 8, which issue dampens commitment for the team ?

Q2: How can the team do better to counter the issue?

Q3: Team commitment may conflict with personal goals, but how can members speak up about it?

Q4: How should team handle the situation when the team commitment is in conflict with personal goals?

Q5: List three changes the team can do to improve level of commitment?

Q6: List three measures the team can do for the team to be clear on team goals and priorities?



Activity 10: Individual survey on commitment



	Almost Never (1)	Seldom (2)	Sometimes (3)	Regularly (4)	Always (5)
Team member offers unprovoked constructive feedback to each other.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Team members feel pressured from peers to perform.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Team members challenge peers about the problems in their areas of responsibility.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Team member pose constructive questions about their current approach and process.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



4. Accountability

What is accountability?

- The willingness of team members to point out behaviors or performance that might hurt the team.

What are the traits of a team who are uphold accountability?

- Poor performers will be pressured to improve with team members holding each other accountable on their areas of responsibility.
- Raise constructive questions and identify potential problems.
- Hold the team to high standards and establish respect among team members.
- Do away with complicated processes to manage performance and take corrective actions.



Activity 11: Team survey on accountability



Input the number of team members who agree to the following statements.
Members have the option to select all.

We can improve our accountability of each member, if we:

	Call on unproductive behaviour		Follow through on personal commitments
	Provide feedback		Address missed deadlines immediately
	Have clarity on goals and priorities		Be more honest
	Monitor progress against goals during team meetings		Share goals openly
	Conduct efficient and productive team meetings		Spend more time together as a team



Activity 12: Team discussion on accountability



Q1: Based on the response in activity 11, which is the most frequently selected option?

Q2: What are the current problems that contributed to this issue?

Q3: How can team members challenge each other to accomplish the options?

Q4: Based on activity 10, list three obstacles that are preventing the team from holding accountability.

Q5: What are the benefits if we apply measures from activity 10?

Q6: What are the ground rules that your team to establish so that accountability feel less threatening?



5. Result Oriented



What is results orientation?

- Achieving team's collective goals.
- Results can be produced via outcomes, expectations or even financial measures.

What are the traits of a team who are results-oriented?

- Retain achievement-oriented member.
- Encourage collective behaviour.
- Celebrate successes and learn from mistakes.
- Individuals set aside their personal goals for the good of the team.
- Avoid distractions.



Activity 13: Team survey on result orientation



Input the number of team members who agree to the following statements.
Members have the option to select all.

Some distractions that is keeping us from achieving our goals are:

	Prioritize personal goals over team goals
	Lack of shared recognition and rewards
	Emphasize on career status or progression
	Lack of proper standards of process and procedure
	Team member is not driven and lack sense of urgency.



Activity 14: Team discussion on results orientation



Q1: Based on the response in activity 13, which is the most frequently selected option?

Q2: What are the current problems that contributed to this issue?

Q3: How can members stop these distractions from happening?

Q4: How do teams ensure that members are able to commit to team needs above personal needs?

Q5: Are there any anticipated challenges? How does the team overcome such barrier?



Case Study



Case Study



Certis was caught unprepared when COVID-19 struck Singapore. It did not have a proper system to monitor its 16,000 workforce. Aligning and living true to its Vision and Mission, Certis quickly planned and came up three key initiatives to respond and fight against this pandemic. They developed their action plans and declared officially to public, on how they take responsibility to care and engage their employees and community. From this case study, Certis has effectively adopted the four steps framework to build a resilient culture with their employees and stakeholders.



"Company Culture is about creating a workplace where people are passionate about what they are doing, they come to work, they know their mission, they believe in it, and for them, it's bigger than what they are doing."

- Hung Pham



Sources



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