

Business and people priorities toolkits for the 'new normal'

Post pandemic (Covid-19)



Contents



BUSINESS & PEOPLE PRIORITIES

<u>Business processes toolkit scope</u>	[03]
<u>Tips on toolkit</u>	[05]

PRODUCTIVITY

<u>Introduction</u>	[07]
<u>Purpose & Benefits</u>	[08]
<u>4 ways to unlock productivity</u>	[09]
<u>5-step process to enhance productivity</u>	[10]

APPENDICES

<u>Guides, Templates & Quiz</u>	[17]
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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

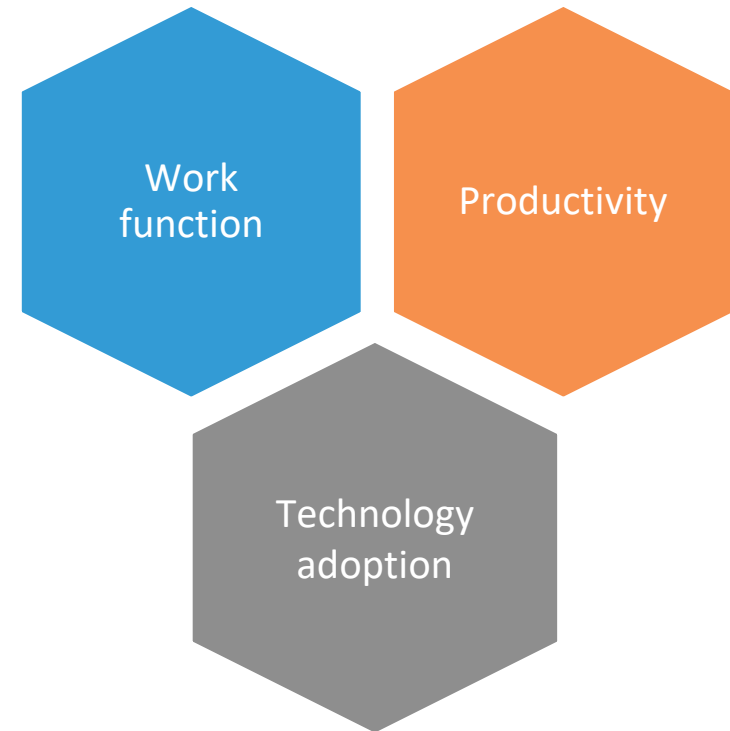
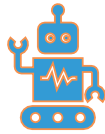
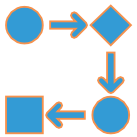
7. Company culture
8. Employer branding
9. Competitive advantage
(business transformation & innovation)
10. Business continuity
(diversity, localization & new business opportunities)

BUSINESS PROCESSES

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



Business Processes Toolkit





Tips on toolkit

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



Contents

BUSINESS & PEOPLE PRI

[People strategy toolkit scope](#)

[Tips on toolkit](#)

To go back to the content page, click on the home icon on the top right corner of every page near IHRP icon.



Click on any italicized / underlined text to go to the reference page

01 Analyze

Review the learni



Productivity toolkit





Productivity


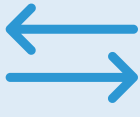



In the world after Covid-19 as we emerge through the crisis

The Covid-19 crisis is gradually kept under control and many businesses are preparing for re-opening and also thinking of solutions to recover from the economic shock of the pandemic.

There is increasing evidence that productivity surges in the early stage of Covid-19 has started to dissipate within the organization. How do companies maintain healthy levels of productivity in this scenario? What are some of the ways in which we can unlock productivity and efficiency at workplace? What are the steps to improve productivity in the new normal? You will find answers to these questions in this toolkit.

This toolkit includes the following material:

	Productivity and its importance
	4 ways to unlock productivity
	5-step process to enhance productivity



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.

Productivity is commonly measured as a ratio of the level of output produced versus the volume of input. Leaders frequently use productivity as an efficiency measure. Highly productive companies exhibit and enjoy following advantages:

- Paying attention to their customers, revamp employee's service standards and systems, improved customer service.
- Increase in competitiveness if companies can produce more output at a lower time or cost.
- Focus on raising productivity, increase in profitability, lower operational costs and optimal use of resources.
- Employees having more control over their time and able to cope with their workload better; reduced employee burnout, improved company morale.
- With the right leadership and autonomy, employees are more focused and engaged at work.

Therefore, for companies to unlock productivity and thrive in the new normal, it is important to reflect, evaluate, realign, reconnect, reimagine and reboot continuously and re-position themselves towards success with a structured plan and react decisively in the face of uncertainty.



4 ways to unlock productivity in the company



1. Work re-design

- Work re-design refers to any work changes that improve productivity.
- Work re-design has the following benefits:
 - Improve the quality of work life
 - Enhance organizational productivity
 - Increase employee job productivity
 - Create the right person job fit
 - Instill sense of belonging among employees

2. Empowering leadership

- Leaders need to evaluate leadership approaches adopted during the crisis that helps employees to flourish.
- Companies should avoid regressing to command and control approaches while managing employees.
- Leaders should focus on communicating strategic goals and outcomes; empower employees to make decisions.
- Empowerment provides a safe, collaborative environment and employees have higher sense of ownership.
- Companies should identify and support talents who emerge and prove their capability and independence to perform during the crisis.

3. Shift beliefs and behaviors

- Employees' beliefs and priorities change during and after crisis.
- To sustain the drive and performance of the employees, companies need to let employees know the inspiring and meaningful purpose of work and the value they bring through their job.
- Employees must be aware to adopt beliefs and behaviours that result in highly valued outcomes and act in alignment with the goals.

4. Build resilient workforce

- Many companies build a set of temporary routines or habits that individuals may struggle to keep up.
- Companies should look into strengthening individuals and teams by introducing initiatives to develop or train them in techniques of self-awareness and self-management.
- This helps employees to stay physically and mentally healthy and optimize their productivity at work.



5-step process to enhance productivity



Reflect on:

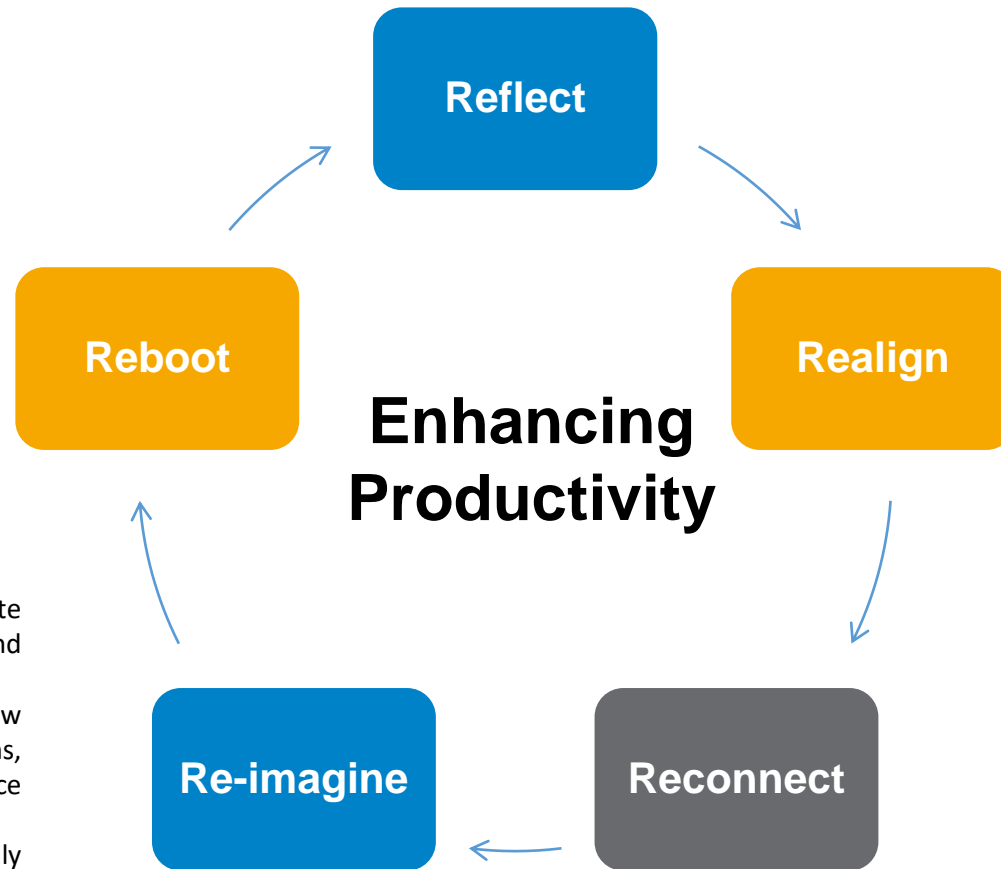
- Areas that worked
- Areas for further improvement
- New findings
- New solutions and fresh ideas

Reboot through:

- Evaluation of total reward and HR programmes in a timely manner
- Catch up and understand labour requirements, tax rules, government programmes and subsidies in a timely manner
- Consider in making decisions locally rather than centralised decision to better support workplace with regards to leadership, power, teams and other priorities.
- Integrate workforce needs with business needs to progress and innovate.

Re-imagine through:

- Identifying new work priorities and evaluate and configure their workforces and processes to evolving business needs.
- Re-imagining composition of workforce, new job portfolios, career progressions, compensation and performance management
- Re-evaluation of business processes globally and / or locally



Re-align with employees through:

- Commitment and support towards employee well-being through physical, psychological, purpose of work and their financial concerns at work or at home.
- Companies need to communicate business missions, priorities and outcomes; and communicate to teams in a timely manner.
- Companies need to assess if more compensation will indeed lead to higher level of productivity and how to re-align compensation with cost.

Reconnect and engage employees through:

- Leaders providing direction on new priorities, routines and new ways of working
- Creating and deploying meaningful opportunities that allow employees to apply their potential capabilities.
- Designing team collaboration and working to shift business priorities and goals
- Team assignments should consider a balance of employees' schedule and flexibility of meeting business needs.
- Building an agile and resilient team by reinforcing the importance of teams and re-deploying them to new roles in new teams.



Productivity & Learning Agility

Step 1: Reflect

Productivity is about delivering business results, ***cheaper, better and faster***, in the 'new normal' world.

Now, more than ever, organisations and their employees must ***cultivate learning agility to learn, unlearn and re-learn to maximise productivity*** while dealing with changes arising from complex situations.

To deal with change, organisations must be able to find individuals who are most adaptative agile ways of working, in order to reap benefits and maximise productivity in the most cost-effective ways.

Learning agility involves the ***process of reflection***, experimentation and making change for continuous improvement.

“Productivity is never an accident.

It is always the result of

a commitment to excellence,

intelligent planning and focused effort.”

- Paul J. Meyer



Productivity-Compensation Gap

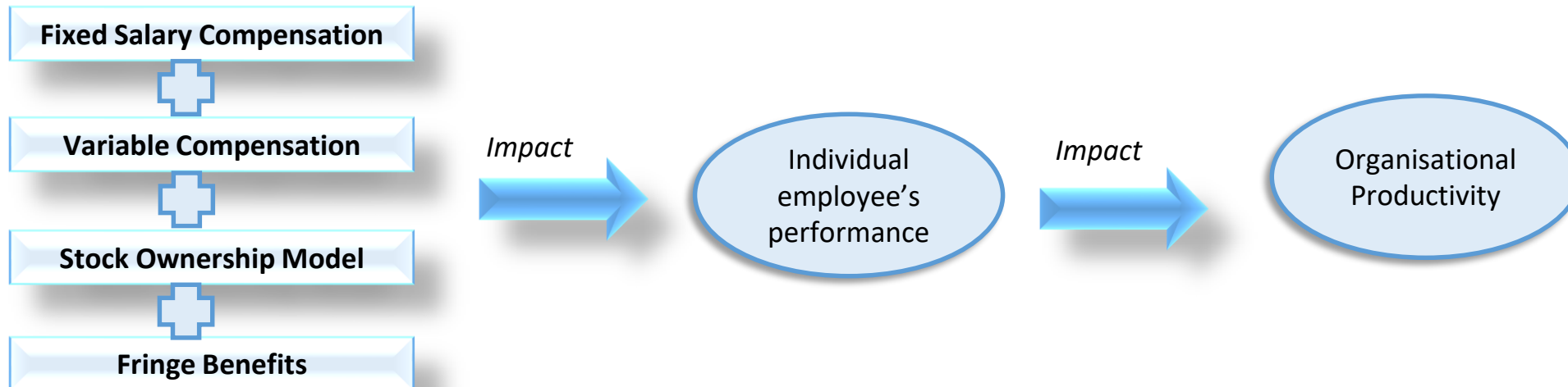
Step 2: Realign

Improvement in productivity has always been associated with increases in compensation.

In 'new normal', how will the productivity-compensation gap change? Will higher compensation lead to increase in productivity?

In a post-crisis world, whereby companies are struggling to sustain business in the midst of complex business challenges, what kind of fixed-variable pay structure will be sustainable in the nearer term?

Principles of Remuneration





Productive HR Team, Productive Employees



Step 3: Reconnect

Productivity is also about improving the productivity level of the HR department. What are the top 3 things that HR departments can do to improve their own level of productivity?

1. Share Knowledge

- HR Teams need to actively share knowledge on HR policies, processes and procedures with employees across their organisations, so that employees can be equipped with right knowledge, skills and abilities to perform 'self-service' with how to follow through HR processes.

2. Facilitate To Engage

- HR Teams need to have the ability to facilitate meetings to engage employees and to enable brainstorming within the HR team and outside the HR team, so that the spirit of innovation and continuous improvement will flourish across the organisation, resulting in higher levels of productivity.

3. Data Analytics For Problem Solving

- HR Teams need to have the ability to source for the right data to facilitate problem solving. At times, it may be good to consider how to quantify information to do performance evaluation and conduct performance management.



Step 4: Re-imagine

Work may need to be re-designed to fit in with the new normal. Apart from examining legislations, rules & regulations, it is also important to review employees' job roles to find new potential areas for growth, and redesign them as needed to meet the emerging needs of employees and the organisation.

The main objective of work re-design is to alter elements of work tasks so that organisations can achieve maximum output. When productivity increases, there is also an increase in employee engagement, efficiency and effectiveness, improved quality of output and higher organisational branding. When done right, work re-design will allow organisations to enjoy the following benefits:

- ***Increase in Employee Performance and Productivity:*** Managing performance of employees' and changing their work scope to allow an adjustment in their responsibilities, is one way of investing in the human capital.
- ***Increase in Employee Motivation:*** By redesigning employees' jobs, a significant improvement in their attitude towards work may be visible.
- ***Spearhead Best Practices for the Industry:*** By taking advantage of new technologies or service delivery models in work re-design efforts, organisations can be re-positioned at the forefront of their industry.

Step 5: Reboot

Agile organisations are made up of a network of empowered individuals with learning agility to not just learn, but also unlearn and re-learn. The organisation culture is that of a people-centric one which features rapid learning agility and fast decision making cycles, powered by digital technology.

Such agile methodology in performance evaluation brings about quick, efficient and effective design of strategy, systems, processes towards value-creation, hence creating a competitive advantage in post-crisis 'new normal' world.

The following five features of agile organisations shape how performance management will be conducted in the post-crisis 'new normal' world:

- Leaders set broad direction and strategic priorities
- Empowered individuals with rapid learning agility form a network of high-potential employees with accountability and clear mission to fulfil
- Learning agility is a must-have core competency, powered by fast decision making cycles
- People-centric organisation culture empowers agile methodology in performance evaluation
- Next-generation enabling technology enhances productivity and performance management of the organisation

Step 5: Reboot

Agile organizations need to adopt three performance management practices to make the recommendations actionable in the agile methodology in performance evaluation.

1. Link Performance Goals to Strategic Priorities

- Introduce team-based key performance indicators, in addition to individual key performance indicators
- Set team-based key performance indicators and set-up frequent team meetings to discuss performance evaluation and outcomes
- Be open and transparent about team-based key performance indicators, individual key performance indicators and the relevant targets

2. Equip Supervisors with Team Coaching Skills

- Clarify with supervisors on their leadership roles and responsibilities, especially in performance evaluation
- Focus on ongoing performance conversation and continuous feedback with team members
- Collect feedback frequently from a variety of sources when conducting performance evaluation

3. Differentiate Individual's Contribution

- Differentiate individual employee's contribution to team performance, based on the organisational values, mindsets and desired behaviours
- Let go of individuals who are not aligned with the organisational values, mindsets and desired behaviours
- Increase the emphasis on what drives intrinsic motivation



Appendices



Guides & Templates



Quiz





Step 1: Reflect



Guiding questions

Question 1: What are the common frustrations faced by your department or employees?

Question 2: What causes their frustrations or issues?

Question 3: Why do employees need to follow through the process? Is the process necessary?



Step 1: Reflect



Guiding questions

Question 7: Does your company have the technology, manpower and resources to support this?

Question 8: How do we seek buy-in from senior management, business leaders and employees?

Question 9: What is your new business direction, business and people priorities to recover and re-position your company?



Step 2: Realign



e.g. A foreign expatriate needs to drive a car several times a week due to work and childcare needs however owning a car is expensive in Singapore.

Employee	Needs	Insight	Company's resource or support or solution
<i>Example:</i> A foreign expatriate	Access to a car several times a week	Owning a car is expensive in Singapore	Company partnering with childcare center near workplace for childcare needs



Step 2: Realign – Interactive activity



S/N	User	Needs	Insight	Company's resource or support or solution
1	<i>Example:</i> A foreign expatriate	Access to a car several times a week	Owning a car is expensive in Singapore	Company partnering with childcare center near workplace for childcare needs
2				
3				
4				
5				
6				



Step 3: Reconnect Tips



13 Tips on “How do we re-connect with employees and foster team collaboration?”

1. Give employees a sense of belonging.
2. Provide company directions and define meaningful work or goals for team members.
3. Train managers on how manage both remote and onsite teams.
4. Organise team building activities.
5. Make communication and collaboration fun.
6. Implement peer-to-peer feedback.
7. Offer career growth opportunities.
8. Create a Work-From-Home policy.
9. Encourage a culture of knowledge sharing.
10. Provide timely and relevant information to ease their work.
11. Conduct regular check-in session with team members.
12. Equip employees with know-how and tools for effective team collaboration.
13. Provide timely and consistent communication.



Step 4: Re-imagine



Action plan for your company for next few years

Timeline	Question 1: What is your business manpower requirement? What type of talent does your business consist of?	Question 2: What skills will be required? Do you require them to work onsite/ remote / hybrid arrangement?	Question 3: How do leaders build trust with employees under new arrangement?	Criteria to measure rate of success of your plans
<p><u>Now</u></p> <p>Business continuity during crisis</p>				
<p><u>Interim</u></p> <p>Mid-term milestones to achieve long term goals</p>				
<p><u>Long-term</u></p> <p>Thrive in the future in the new normal</p>				



Step 4: Re-imagine



Action plan for your company for next few years

Timeline	Question 4: How can the company ensure the safety of its employees? How can the company make its employees feel safe to return to the workplace?	Question 5: How can the company continue to support remote work arrangements?	Question 6: Is the company prepared to tackle cybersecurity risks while supporting remote work?	Criteria to measure rate of success of your plans
<p><u>Now</u></p> <p>Business continuity during crisis</p>				
<p><u>Interim</u></p> <p>Mid-term milestones to achieve long term goals</p>				
<p><u>Long-term</u></p> <p>Thrive in the future in the new normal</p>				



Step 4: Re-imagine



Action plan for your company for next few years

Timeline	Question 7: What will the company communicate with regards to compensation, job stability, performance management and promotions?	Question 8: What are the new practices or tools that the company can adopt to enable its employees to work productively?	Question 9: How can the company capture the performance and productivity of its employees and workforce as a whole?	Criteria to measure of success of your plans
<p><u>Now</u></p> <p>Business continuity during crisis</p>				
<p><u>Interim</u></p> <p>Mid-term milestones to achieve long term goals</p>				
<p><u>Long-term</u></p> <p>Thrive in the future in the new normal</p>				



Step 5: Reboot



Performance Evaluation Questions

Question 1: How successful was your implementation of plan?

Question 2: How did your internal stakeholders react to your new solution or policy?

Question 3: How did your external stakeholders react to your new solution or policy?



Step 5: Reboot



Guiding questions

Question 4: How effective is this new solution or policy in achieving your goals or company objectives?

Question 5: Based on the feedback received, what are the areas of improvement?



Step 5: Reboot

Performance Management Action Plan Template



Performance Management Goal

Performance Management Objectives (S.M.A.R.T)	Resources required	Possible performance management challenges	Possible performance management solutions
1.			
2.			
3.			
4.			
5.			



Step 5: Reboot

Performance Management Action Plan Template



Performance Management Goal

Action steps	Person-in-charge	Completion deadline	Performance management outcome
1.			
2.			
3.			
4.			
5.			



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