

2020

PRACTICAL HR 2020 LEADING THROUGH UNCERTAINTY

PERFORMHR

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LEADER-TO-LEADER

A message from our Leaders

Insert all of the cliches, buzzwords, spin and descriptors that have been used to describe this time in our lives. Insert them right here, and we will all agree that it's all been said before. As an outsourced HR consulting firm, our Team have been busy caring for, supporting and guiding our clients and partners. It is our privilege to lead them and be lead by them - somehow we see them dig deeper to connect with each other, nurture our precious culture, give back to our community of business owners and leaders, and still find the time to turn to us and ask "are you ok?".

We speak a lot in our team about 'unexpected upsides' of challenging situations. Here are our top unexpected upsides:

- Experiencing the resilience, and vulnerable leadership of the team we are so proud of, on display.
- Being mindful of real talk, connections that are more than business and an authenticity to the people in our world who are finding their way.
- The gauntlet has been thrown to adapt, change for the better and get creative. And we are loving it!
- Generosity in the people we hang out with... even at a time when there is not abundance.

Leader to leader, we invite you into our world - this resource has been constructed by the beautiful minds at PerformHR - with a contribution from every one of our consultants.



Lyndell Fogarty
CHIEF EXECUTIVE OFFICER



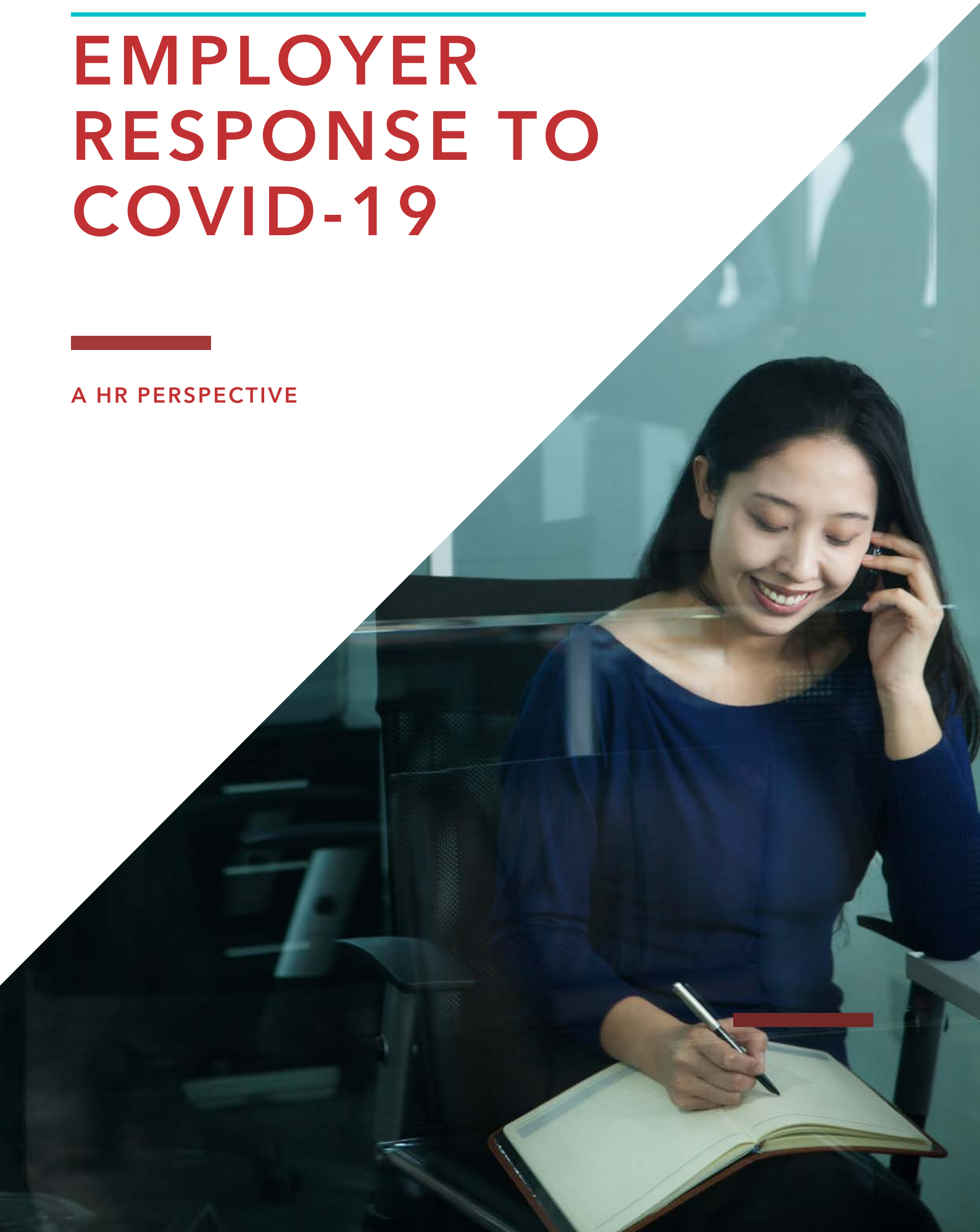
Kirbie McWhirter
GENERAL MANAGER



Tahnee McWhirter
OPERATIONS DIRECTOR

EMPLOYER RESPONSE TO COVID-19

A HR PERSPECTIVE





GETTING READY FOR DISCUSSIONS

Simple measures for leadership teams to ensure information is shared accurately and appropriately:

- Use only trusted sources eg. Government advice.
- Plan meaningful communication with employees.
- Consistently monitor the government's advice on best practices.
- Make sure you are referencing reputable sources.
- Regularly meet to discuss required actions.
- Understand your workplace health and safety obligations.
- Provide written communication to employees after discussing any changes

1

Plan meaningful communication with employees

Knowing what action you are going to take, how you will implement change, and what impact this will have on your team is critical. Most importantly, be ready to articulate why you have made decisions.



PROTECTING YOUR BUSINESS

WHAT OPTIONS DO YOU HAVE?

There are a number of options available for employers to manage employee working arrangements during the current uncertain climate.

A TEMPORARY BUSINESS SHUT DOWN

TEMPORARY EMPLOYEE STAND DOWN

TEMPORARY CHANGES TO EMPLOYMENT
ARRANGEMENTS

TEMPORARY CHANGES TO WORKING
ARRANGEMENTS

TERMINATIONS



2 STAND DOWN

WHERE AN EMPLOYEE OR GROUP OF EMPLOYEES CANNOT BE USEFULLY EMPLOYED FOR A PERIOD BECAUSE OF A STOPPAGE OF WORK FOR WHICH THE EMPLOYER CANNOT REASONABLY BE HELD RESPONSIBLE, THEN YOU MAY 'STAND DOWN' THAT EMPLOYEE OR GROUP OF EMPLOYEES FOR THAT PERIOD WITHOUT PAY.

It is vitally important that the rationale and implementation of a stand down direction is conducted in accordance with the relevant provisions of the legislation.

So, you need to ask yourself:

- Is there a stoppage of work?
- Is it for a reason reasonably outside your control?
- Can the affected employees be employed to perform useful work?

It is also important to note that stand downs are temporary in nature and are intended to 'freeze' the employment relationship as an alternative to termination. Employees cannot be stood down indefinitely and, if it becomes clear to the employer that they will not be in a position to resume their employment, the employee would still be entitled to any termination benefits that might ordinarily apply (e.g. notice and redundancy pay).

3

Redundancy



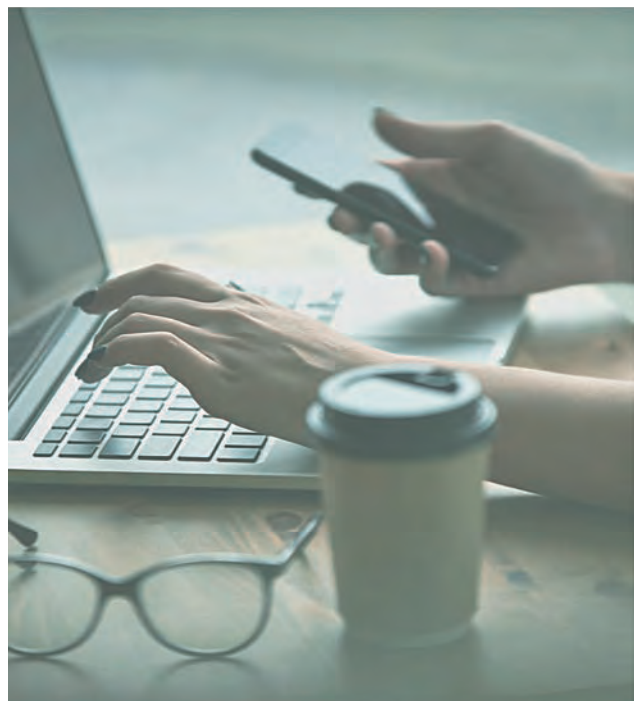
If you decide that redundancies are required, carefully consider the three requirements for a genuine redundancy to best avoid an unfair dismissal claim:

- The business must no longer require the person's job to be performed by anyone because of changes in operational requirements;
- The business must consult with any employees who are covered by a modern award or enterprise agreement (in accordance with the relevant consultation provision); and
- It must not have been reasonable in all the circumstances for the person to be redeployed within the business or an associated entity.

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If redundancies are implemented, you must consider your obligation to provide:

- Redundancy pay;
- Provide notice of termination (or payment in lieu); and
- Other statutory or contractual entitlements.





PROTECTING JOBS

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Employers are getting creative in an effort to protect jobs in uncertain times, whilst ensuring the business' ability to survive. Some options to consider:

- Offer employees access to their annual leave during stand down.
- Annual leave taken at half pay (double time).
- Temporary changes to work arrangements (to increase agility and safety of the workforce).
- Temporary changes to employment arrangements.
- Temporary reduction of work hours (and pro-rata reduction to salary).
- Temporary reduction of base salary*

*Employers must ensure compliance with relevant Awards and National Employment Standards

* Consider what fair replenishment looks like – is it additional annual leave granted, or a bonus due in 12 months to offset the reduction.



THE HUMAN FACTOR

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Knowing when to press 'go' on decisions that will impact your employees' livelihoods is difficult. Some considerations:

- Have you asked your team to volunteer how they could support the business in reducing human resource costs?
- Are you taking an approach where everyone feels the pain, or letting go of a few to protect more?
- How transparent are you with context to the decisions?
- Have you sense checked your reactive/responsive decision making?
- Balancing the immediate impact on your business versus the potential bounce back.

THE 'NEW NORMAL'

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Under Fair Work legislation, carers of school aged children have access to Carer's leave. In some cases they may be able to access Carer's Leave to care for children/relatives. You should be mindful that working parents may also need additional flexibility in the way they operate.

Parents are also able to request flexible working arrangements in accordance to the Fair Work Act.



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Communicating with the Workplace

YOU SHOULD ENSURE THAT DISCUSSIONS WITH THE TEAM ARE:

- REGULAR
- TRANSPARENT
- ENCOURAGING FEEDBACK
- SUPPORTIVE
- CONSISTENT.



Employees should have someone to go to if they want to talk privately. At times like this it is very unlikely to be over-communicating with your team. Create space and time for the team to communicate.

Leading a remote Workforce

Leading a remote workforce begins with the 3 Cs: Communication, Clarification and Connection.

Communication

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- Communication is something that every leader needs to excel in their role, however when working remotely this is paramount to ensure that your team is working effectively.
- Trusting your team but ensuring that you are easily contactable is crucial to success.
- It may seem easier to send an email, but taking the time out to call and reconnect with the team is much more valuable as it is seen as a more genuine way of reaching out.
- Video chat is even better than a call. It can seem daunting at first, but after a few times this will become more natural. Non-verbal communication constitutes around 65% of all communication so video chat is a great way of communicating effectively and efficiently.

Ensuring that you are easily contactable is crucial to success

- Communication should loop to clarification – clarifying that your messages are received as intended and that they are understood.
- Clarification also extends to setting boundaries and expectations of what is required from the team. This is likely to be different for each employee, especially in the current climate as challenges such as childcare are likely to arise.
- Setting clear goals and boundaries will also ensure that a work/life balance is maintained as it can be difficult for some employees to switch off at the end of the day.
- Clarifying metrics and other measures of success will also enhance what your team is achieving whilst out of the office. The focus should be on achieving goals, rather than time spent behind a desk.

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Clarification

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Connection

- Connection – through regular, open and transparent communication and clarification you will build connection and trust with your team.
- Parts of the team that are used to working in an office, may suddenly feel isolated and lonely. Therefore, it is critical that connection is maintained.
- Personal interaction will ensure that the team stays focused and productive. Video chatting is perfect for this.
- Make time for small talk and personal connection.
- Business social media is being utilised by many companies. Content that is engaging and asks for team input works well to enhance connection. Motivational content such as articles or quotes, shared learning and even an appropriate meme can be shared, which keeps work life interesting.



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Pros and Cons of a remote Workforce

Remote working has been increasing in popularity with the rise of technology and the need for flexible working. Whilst it's our goal as leaders to leverage remote working as a tool to maintain or increase productivity and lower team turnover, there are both upsides and downsides of remote working.

Pros

- Flexibility - This can lead to more time with family, exercise or hobbies.
- Ability to work anywhere - increasing productivity.
- Money savings associated with travel to and from work. This can extend to energy also! No energy wasted traveling long commutes to work.
- Less distractions - this will of course depend on your team's working environment at home and personal circumstances.
- Ability to create their own work environment which may increase productivity.

Cons

- Difficulty with communication, especially if this is the first time the employee has worked remotely.
- Feeling of disconnection.
- Security concerns - cyber security concerns as well as concerns around company equipment.
- Difficulty switching off - the team may find it difficult to switch off and draw the line between work and family time.
- Poor office set up - maybe the office environment has inadequate lighting, poor ergonomics, unreliable internet connection.



Leading an adaptive team
in times of change

13 Building and leading an adaptive team in times of change

In the wake of COVID-19, businesses that fail to adapt are less likely to succeed. Building and leading a team that is reactive and adaptable to change is one that can create competitive advantage. These are our tips for creating a team that can react and succeed in times of change.

- Allow opportunities to be visible. Acknowledge individual input to the bigger picture and create a feedback culture for fostering employee growth.
- Make change a goal for the organisation. At PerformHR our internal slogan is “get comfortable with the uncomfortable”. This saying has instilled in the team that change is good and it challenges us. Being uncomfortable leads to growth and flexibility in our team.
- Allow innovation. If the organisation is open to change, employees will likely come forward with their ideas, which may lead to more effective and efficient operations. Rewards systems and flexible operations can also open the channel for innovation.
- Be ok with failure; embrace mistakes as part of the journey. Creating a culture that allows for mistakes and that mistakes are required for growth will create trust and creativity within the team.
- Flexibility! Allowing flexible working creates adaptable employees. As nothing is rigid, this allows for positive change and for experimentation. This may lead to a highly productive and engaged team.

“

The only constant is change. ”



[How does a great HR strategy deliver for your business? Click here to read more](#)

PRACTICAL TIPS FOR HAVING COMPASSIONATE CONVERSATIONS

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You might be asking yourself why are we talking about compassionate conversations – isn't that 'just the fluffy HR stuff'?

Not in the context of COVID-19. If you are looking to maintain an engaged and productive workforce, especially one that might be working virtually, you need to be leading with empathy.

Empathy about there being a lot of change. At the moment, having empathy for team members who are working under very different circumstances – some with children at home, some with less hours and points of contact with their work colleagues and almost everyone with a sense of uncertainty about what is next and how secure their jobs are. To not acknowledge this is to ignore the elephant in the room and potentially risk losing your team's engagement and productivity levels.

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Why is empathy what we lead with – fight or flight is how people respond when in a state of fear/uncertainty. To bring your workforce back to a place of comfort and even confidence in what they are doing, where their focus lies right now etc – is to bring them out of fight/flight response and into a better headspace where they can logically think through information, problem solve and find new ways to collaborate and create meaning in their work.

How do we do this – some practical examples for compassionate conversations:

- Acknowledge that this can be a difficult time for many
- Practice active listening: listening to understand rather than listening to respond
- After listening, ask the person what role they would like you to play – just be a listening ear, be a fixer or sounding board
- Close out any agreed actions or helpful tips via email or in a follow up text the next day etc to keep the support coming
- Provide reassurance where you can
- Don't cut the person off
- Use softer tones



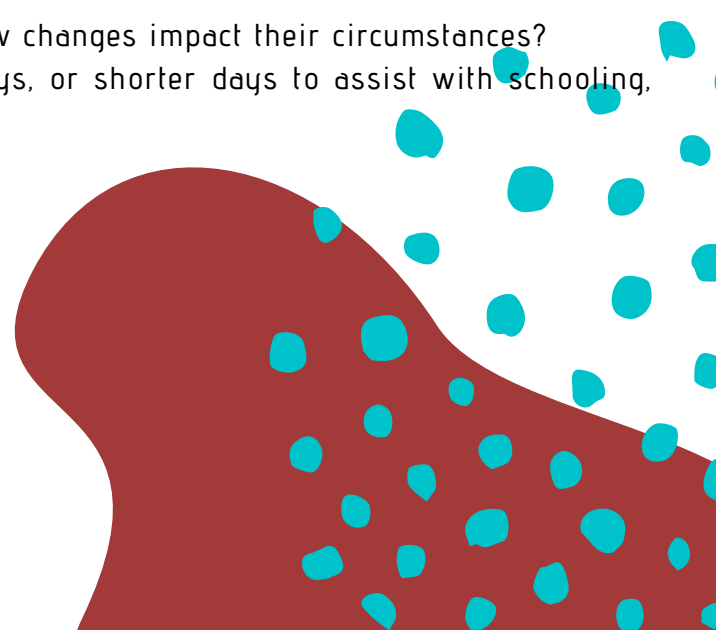
During this time how do we demonstrate leadership that values wellbeing, resilience and self-care?

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We are leading in a different environment under unique conditions - there is a new playing field and new rules. It's critical that leaders set and explain these rules so the whole team understands the plays.

In a climate of uncertainty, control and agency are key to employees having confidence and being able to flex their resilience muscle.

Leaders must find ways to delegate control and agency:

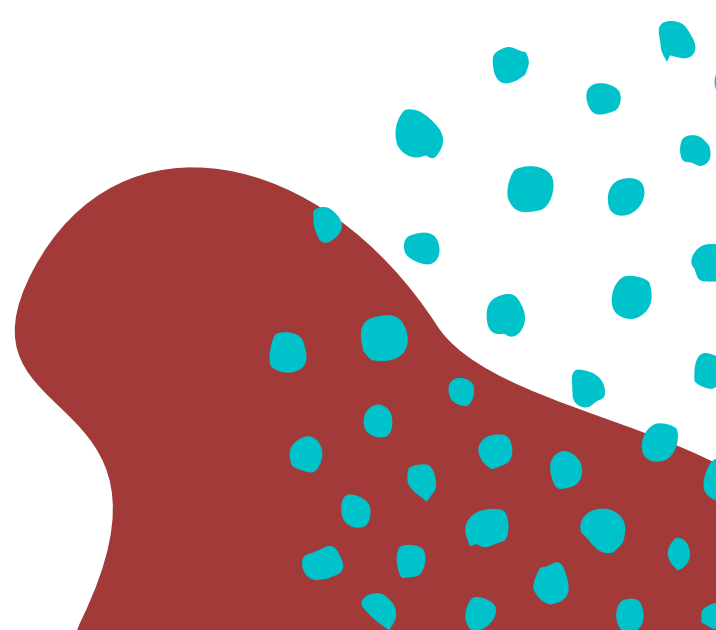
- Whilst everyone is working remotely, what does flexibility look like for the Team in the new world? Juggling childcare, elder care, self care - how can you be not only allowing room for this, but in fact encouraging it?
 - Set core work hours and offer flexibility around this as parents hand-off shifts of child care
 - Encourage breaks for walking and stretching
 - Wind down the week by finishing up early on Friday for a social Zoom
 - If you are in the position of changing work arrangements to save costs, how are you affording your team input over decision making?
 - Have you asked them what they can manage, and how changes impact their circumstances?
 - Have you provided options such as reduced workdays, or shorter days to assist with schooling, or purchasing annual leave?
- 



During this time how do we demonstrate leadership that values wellbeing, resilience and self-care?

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Isolation and work from home might be somewhat novel in the current times, but what happens when we're into the second month stretch? Motivation, creativity, focus might all take a hit and fear, anxiety and even loneliness can creep in.

- Stay connected in meaningful ways both big and small.
 - Quick check-in calls.
 - Spending time on water cooler chit chat over your online comms platform.
 - Create opportunities to connect both in work and outside of work time.
 - Consider how you are encouraging peer to peer connection. The leader doesn't need to take all the credit - are you encouraging ideas and leadership from those without a title in your team?
- 

CURRENT SITUATION: UNCERTAINTY, MOTIVATION, ENGAGEMENT.

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Understanding your WHY is important during times of uncertainty – it becomes the North star. Where is the boat heading? Employers who are clear on their direction (both short and long term) are better positioned to communicate this to their teams. If you know WHY you are here and WHAT the workplace needs from you, there is certainty.

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Be okay with an evolving 'Why'. It may be unrealistic to plan too far ahead right now, and certainly the plans that leaders set out to achieve at the start of 2020 may not look the same. That is okay! A purpose that responds to the current environment is needed, and expected from your team. Be transparent with how this is evolving for you – and what it looks like, and harness the opportunity to seek input and expertise from your team.



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COMMUNICATION

- Tone and Delivery – consider the medium you are using.
- Be brave – tackle tough and topical current social concerns and news in a transparent, balanced way.

What we have seen done well?

- Make sure communication is relevant
- Make sure it is up to date
- Be transparent

What we have seen done not so well?

- Waffling, sugar coating, not being authentic
- Poor attention span (multi tasking, distractions)

Top Tip: Consider using tech/apps to manage distractions



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BUILD TRUST

Showing up as a vulnerable leader

- Consider how you get into the right headspace before addressing your team in any interaction.
- Where are you getting your information from? Reputable sources – Government announcements, WHO, Safe Work, Treasury Office, ATO.
- It is critical that the Leadership Team are on the same page and there is no such thing as too much planning.
- Get clear in your messaging – what are we saying, what aren't we sharing. Always come back to the What's In It For Me (in regards to the impact on your team).

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Check yourself, before you wreck yourself

- Giving to the max during periods of uncertainty will have an impact on how you show up as a leader – self management, self care, self talk are all critical tools that you may need support with.

How are you:

- Filling up your 'bucket' to maintain your own engagement and motivation?
- Considering what it is that gives YOU energy?
- Investing in self-Management and care?

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MOTIVATION QUICK TIPS

- Recreate water cooler convos.
- Consider internal/collaborative projects that you could kick off – this can help the team engage with others they wouldn't usually work with directly, can give a sense of purpose to their days/weeks, and you can tick off some of those things that have been on the backburner!
- You may have team members working reduced hours, or are performing less exciting work – how can these individuals and teams be included?
- For teams working reduced hours, be considerate of their reduction – do not assume they will make themselves available on their new days off, and be mindful to rotate the date and time of events.
- If the workload for the team is reduced, or the nature of the work is less exciting, find ways to encourage the team to express their creativity and thinking with internal projects, pro bono projects or business-building activities.



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INTROVERTS V EXTROVERTS: BE AWARE

Be mindful not to revert to stereotypes, but it's important to understand self and others.

Introverts:

- Keyboard warrior.
- Share more when they don't have to talk.
- How do you REALLY check in - moving past the small talk.
- Ensure they have a voice - take the barriers away.
- Zoom meetings - encouraging them to step into the limelight.
- Zoom fatigue.

Extroverts:

- Loss of the authentic connection - emptiness.
- More accessible.
- Doesn't fill our buckets, less energising - looking outside the walls of work to fill your bucket.
- Less distractions.
- More regular check ins.
- Collaboration.
- Replicate external stimulus - where do you get your energy from?



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COMMUNICATION - THE RULES HAVE CHANGED:

- We are even more accessible than ever, and we're inviting our colleagues into our loungerooms.
- Make sure you are staying connected with your team - be aware of what is happening within your team on an individual and team level.
- Communicating and coordinating work is different now and communicating how the plays happen will be as important as focusing on roles and responsibilities.
- Redesigning processes and procedures can be fun, and a good collaboration activity.

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Authentic Connections

- Don't forget the importance of non-verbal cues!
- Video on can be a great practice to foster better connections.
- Unmute yourself, remove the barrier to talking.
- Physical space is important and part of the connection.

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Make meetings meaningful

Good meeting ingredients still stand:

- Set simple agendas and check in that they are relevant for a virtual context.
- Start with a round - 'what's going on for you?'.- Assign a facilitator or chair to ensure that all participants have a voice
- Be wary of time - how long do you need to get to the point?
- Don't forget to take notes and set actions!

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Working from home:

- Use it productively - from a life perspective!
- What are you doing with your "time back" (travel time).
- Create a motivating workspace - physical space matters.
- Take time to set up something that supports you physically - ergonomics, light, airflow etc.
- Schedule lunch/regular breaks in your work days - maybe even in conjunction with your Team!



ENGAGEMENT INITIATIVES

- The opportunity to arrange the 'fun stuff' does not need to solely sit with leadership - involve your team and empower them to get creative.
- Leadership should absolutely get involved.
- Set your team up for a positive day by engaging early. An option is to attend free virtual events like Cuppa of Life Café. - <https://event.webinarjam.com/register/82/xyx0xtw1>
- Team virtual lunches are a great reason to spend some social time together.
- Virtual workouts to manage the COVID curves.
- Show and Tell' via Teams/Skype/Zoom.
- Wellness Wednesday features.
- Team Meditation.
- Working from home bingo.
- Friday afternoon virtual drinks - source a mixologist to host a Zoom cocktail hour - don't forget your camera!
- Share responsibility of initiatives; different team member/department in charge each week.
- Leaders show gratitude as it generates trust which drives feelings of belonging and positivity.
- Invest in learning - free courses through NSW TAFE (<https://www.tafensw.edu.au/fee-free-short-courses>), LinkedIn.
- Pulse check - Capture how your team are coping/feeling with the changes to WFH and transition back into the workforce. Give your team the opportunity to voice their opinion, provide a forum for ideas moving forwards <https://www.surveymonkey.com/>
- Foster a collaboration culture - Teams, Trello, Slack, GoogleHangouts, good old Facebook.

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REAL FLEXIBILITY

With forced remote working, teams are redesigning workflows to allow for much needed flexibility. Parents playing school teacher, families with carers responsibilities, and of course don't forget the fur-babies - we have had a taste of true flexibility.

- Core hours are agreed hours of working that your team will all be available.
- Transparency is important - posting availability, using status messages and being upfront about the multiple hats that you might be wearing all contributes to a more accepting environment.
- It's not only about children and carer responsibilities - during times of uncertainty, it's important that our team feels a sense of control over the way that they work. Whether that is taking time to cook lunch, put a load of washing on, or go for a walk - flexibility to control time is important.
- The lines between work and home are blurred. Teams can leverage the benefits of this for positive change in the way that they access flexibility. At the same time, being open about boundaries is important.
- Kid-friendly time v Adults-only video conferencing. We've all seen the walk-on cameos that children have played in video calls - adorable and inevitable, it's important to be clear about what is okay and what you need your team to do to manage this. Internal calls - anything goes; client meetings - checking in to see if everyone has someone to handover parental responsibilities to might work.
- Never has the beard been so in-style. That said, when does a relaxed dress code cross the line? Again, important to set some (fun) boundaries for your team - when is activewear ok, and when do we need to pull out the iron? Of course, this can be taken to a whole other level with themed-coordinated dress codes.

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- Video-on supports team connection, how do we avoid becoming big brother? There is a line that if crossed, leaders will lose trust from their team.
- Video-on is a great approach to have fun, connect and maximise the virtual experience. Insisting on a video-on approach to watch people work? That's not cricket.
- Same goes for obsessively checking your team's status message to make sure they're "online". Truth time? Yes, perhaps someone was working from their bed and they dozed off. Focus on the outcome – was work completed to expectation, in the expected timeframe? If the answer is yes, let go of the attachment to the how and where. If an authentic and real relationship is there, chances are that your team will fess up when they f@#% up.
- Who owns time? This existential question is really being pushed to the forefront in this new way of working. Employers who felt before that they 'owned' employees' time between 9 and 5 would be really challenged right now. Flexibility gives employees and teams a sense of ownership and empowerment over their time. Leaders can either fight this, or leverage the motivational upside from feeling empowered. Choosing to work is a powerful mindset over feeling forced to work.

RECOGNISING WHEN ENGAGEMENT LEVELS HAVE DROPPED

- Communication response has slowed.
- Noticeable change in work output.
- Quality of work output has decreased.
- Agreed upon goals not being met.

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LEADING INTO THE NEW NORMAL



**The post
COVID-19
workplace**

PULSE

PULSE

PULSE

Constructively 'checking in' with how your people are going is always important, but right now, preparing to come out of Covid-19 it is imperative.

Before you start making plans on what is needed and how you transition well, take a pulse of your employees and use this data to validate, inform and guide your decision making.

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Don't have a pulse check process? Contact us.



34 CARRY IT FORWARD

Covid-19 has provided many Australians with the opportunity to add positive habits into their lives or to rekindle habits that were long forgotten. From exercise, to hobbies, time with family and quality time to yourself, it has been a period that many benefits have been experienced. Worklife balance is a fallacy but life balance isn't. From feeling more connected through video conference calls to finding or rekindling a passion or hobby you had previously not made time for. Reflect on the unexpected upsides you have found through Covid and carry them forward into the new world.



[Click here to take a read of a new way of thinking about work and life](#)

TIME TO REFINE 35

What your business was will need to be recalibrated. No business can be exactly the same post Covid. Your products or services, the way you work, where you work and the experience of both your customers and your people will have been impacted. In preparation for a return to a new normal, it's the perfect time to rethink what the future of your business is and what you need and want from your people strategy to achieve this.



Get feedback from your organisation on what worked and why and make strategic decisions with your leadership team on what permanent changes you are going to make.

PUSH YOUR BOUNDARIES

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It is said that learning begins where your comfort zone ends so if you are not squirming even a little, you're not thinking hard enough. What did you see your team do when they had to step up to the plate and think creatively?

Provide the bandwidth for creativity and innovation to continue post Covid-19 or risk switching off your greatest asset - your people.



Purposefully design workflows to allow for creativity and innovation. You need to think about systems, time, rewards, skills and mindsets.



KEEP THE BS OUT OF THE WORKPLACE

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Futurist thinking states that we are in the Age of Humanity. People want to feel heard, understood and appreciated. Leaders need to lead with empathy. No one cares for office politics and if they do, you are paying the salaries of these people for what purpose? We kept the BS out of workplaces during COVID-19, so why would you take it back. If you have a BSer in your workplace, what are you doing about it?



Want some inspiration on the value of keeping it real, check out www.randicalcandour.com and listen to Sheryl Sandberg encounter with Kim Scott. [#keepingitreal](#)

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THINK GLOBAL AGILITY

Support local but think global. Your talent capabilities can come from a range of sources. Think broadly about what you need on your payroll as ongoing costs versus what capability you need access to more broadly. Covid-19 threw every business into the washing machine spin cycle of evaluating what is really needed versus what you were carrying because you could. If you haven't engaged your capability beyond thinking about your payroll costs, it's time to take off the blinkers and challenge this.



THE WORKPLACE WILL BE ANYWHERE

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Workforce mobilisation just happened, massively. Unless it was critical that your workforce continued to come to a physical location, everyone else went home, literally. Work out your new norms going forward and adapt your systems, policies, protocols to support this. Remember, not everyone is going to want to come back to the office permanently and not everyone is going to want to work remotely.



[Take a look at case study here](#)



Think about the reimmersion of your people. Don't assume everyone wants to give up liberties enjoyed. Actively engage your teams in your approach. What is optimal going forward and how are you going to get your people engaged in getting there.

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RETHINK YOUR STRUCTURES

Policies, processes, practices and protocols will need to be modified to support your new norms. Start with the articulation of what work will be performed in the future and how that work will happen – this is your context. Then, review all the supporting enablers, including your policies and processes as well as operational practices and protocols to ensure that it all aligns.



Invest time in getting all your structures updated and aligned to how you want work performed going forward.

41 HELP A MATE



The Employee Value Proposition of the future is not only about 'what's in it for me'. It's also about 'if I work here, who am I positively impacting'. Complicated and expensive is not necessarily what employees want. Choice, exposure and experience is – need a hand designing this? Give us a call.

Social responsibility moved from a sideline 'nice to do' to an expectation overnight. #strongertogether was never more prevalent than during this time. There is capability that you have in your organisation that you can leverage to support others going forward. Help out a mate. Work out your pay it forward plan and engage your people in it.

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42 TELL YOUR STORY



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Mind the gap



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IF YOU HAD CULTURE CHASMS PRE-COVID, THE
LIKELIHOOD IS THEY WIDENED.

You can't fix what you don't see. Don't expect culture chasms to fix themselves, that is a risky strategy. This is the time to invest in a Culture Review, understand what is not working and invest in fixing it. Great cultures create great bottom lines.



[What makes a great culture? Click here to read more](#)



DOWN WITH THE NEWSLETTER

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Communicate. Communicate. Communicate.

This is not new but, don't think that stepping back into the building means letting go of meaningful communication. You don't need polished, monthly 'all company' communications as your granddaddy summit. Use technology, be authentic, be clear and be accessible.

Action:

- Video, video, video. If you haven't started, now is the time to hop to it.
- Work with your People and Marketing teams to get this into a rhythm. Your people will thank you for it.

SWEEP THE CUPBOARD

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Our grandmothers believed in an annual spring clean – a time to pull everything apart and put back what is needed after giving it a good dusting. Don't throw away what is working, but don't keep what isn't. Rethink your structure. Rethink how you develop your high potentials. Rethink your meeting rhythms.

Action: this one requires some independence. Lean on your expert/s and challenge why you have what you have versus what you really need.

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Rethink your priorities. Covid-19 required every organisation to rethink priorities in a condensed timeframe. Whilst we know this is an unusual environment for many of us, will it be that unusual going forward? It's important to evaluate the purpose and value of your People Strategy and fundamentals. Is a six page position description necessary? Is a 10 step annual appraisal adding value?

**Ask your People and Culture team
why current processes,
approaches and frameworks add
value?**



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THERE IS NO 'I' IN TEAM.

Command and control should only be referenced in either the defense force or in case studies.

Build on your team structures to optimise agility and decision making. If you have controls and checks in place to minimise risk, why would you want to slow down decision making and therefore action?

Idea:

Frame up expectations of people making decisions by asking these 3 questions of them:

1. Is this good for the customer?
2. Is this good for our company?
3. Are you willing to be held accountable to the outcome?



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REVIEW YOUR TOOLS OF TRADE

Do you really need a complicated HRIS with functionality that no-one uses? The age old 80:20 rule applies here – focus on what your organisation needs most and invest your infrastructure budget on that. There are so many great technological platforms available now, but that doesn't mean that you need them.

Action:

Get clear on what problems are important to solve and look at tech solutions to solve them.

THE FUTURE IS NOW

You may or may not be aware, but the Future of Work is happening right now. To move forward successfully it will be necessary to eliminate dinosaur thinking. We've all proven that we can think and work smarter when forced to remember that it isn't necessary to have a project plan and a committee for everything. Adapt a new mantra: "Create, iterate, move, learn, move again".

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PICK YOUR PACE

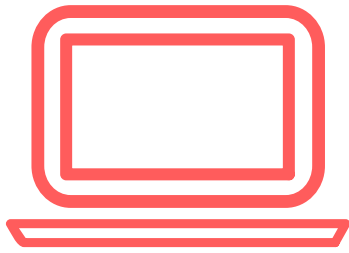
50

Both the industry you work within and your own business will require it's own pace of change to move out of your COVID-19 operating state. Pick a pace that suits you, harness all your people on that journey. Some businesses may get back on their feet quicker, but don't spend too much time comparing your performance to that of others. Keep in mind that returning to a 'normal' operating rhythm post COVID-19 may be a marathon for your organisation rather than a sprint!

Just because COVID-19 happened to us, as opposed to us choosing to drive a change agenda, it doesn't mean that your team are adjusting at the same pace.

Good change management practices apply now, just as if you were embarking on a significant change sprint. Get independent advice to help you prepare for the re-immersion and re-invention of your new norm.

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