COVID 19: ¿CÓMO SE SIENTEN LOS COLABORADORES Y CÓMO ESTÁN RESPONDIENDO SUS LÍDERES?

Juan Manuel Parra T., Ph.D.

Director del Centro de Estudios en Dirección del Talento (CEDIT)
INALDE Business School

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Fuentes Consultadas (Nov 2019 – Oct 2020)

Health & Security (H&S)

a) Empleados

b) Clientes

Contribuir con priorización de objetivos estratégicos y optimización del gasto

a) Cuidado del "Talento Clave"

b) Congelamiento de nómina y/o de programas no prioritarios

CNBC

MARKETS   BUSINESS   INVESTING   TECH   POLITICS   CNBC TV

WORKFORCE WIRE

How the coronavirus crisis has elevated the role of HR chiefs in the C-suite

PUBLISHED WED, APR 22 2020·8:59 AM EDT | UPDATED WED, APR 22 2020·11:34 AM EDT

"Cuidado de la gente"
Gestión Humana

Garantizar la continuidad de la operación, facilitando el trabajo

a) Tecnología, Ergonomía, Información, Materiales

b) Cuidado (Seguridad 2.0)

Gestionar ansiedad, riesgo psicosocial y clima laboral en ambiente remoto

a) Monitoreo permanentemente

b) Comunicación continua

c) Conexión emocional

d) Alineación de responsabilidades

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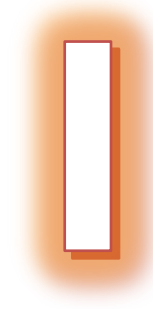
En **Diciembre de 2019**… ¿Cuáles eran las habilidades más necesarias pensando en 2020?

PRE-COVID: RETOS DE LIDERAZGO PREVISTOS ANTES DE LA PANDEMIA

Missing skills

But HR professionals report difficulty recruiting candidates who have the necessary soft skills for an automating world.

Top three areas of missing soft skills, % of respondents

Problem solving, critical thinking, innovation and creativity
37

Ability to deal with complexity and ambiguity
32

Communication
31

- **22 countries, 20 industries:**
  - Average organization offered **more than 20 distinct benefits**…

- **… but 67% of employees didn't believe their organizations understand** which rewards were relevant to their needs

- **Most important categories to employees :**
  1. Base pay competitiveness
  2. Time off
  3. Promotions and recognition

The work-tech balance (Sage, 2019)

- Technology as a focal part of any HR strategy

- *But overwhelming employees with too much tech is a real risk, creating a more complex environment for employees* to navigate and likely being *counter-productive in the long run.*

- *There's also the impact on work-life balance.* Technology can make it *difficult for people to switch off which can lead to stress and burnout.*

Future — *Market perception of pandemic effect on business going forward*

What Organizations Plan to Do Differently

Plan	%
Continue to operate more virtually	75%
Be more disciplined about cost management	56%
Encourage more open, transparent, and frequent/always-on two-way employee communication	47%
Be more focused on employee engagement	38%
Add crisis leadership traits to our leadership profile expectations	32%
Operate with a more flexible approach to managing people costs	31%
Retrain and reskill existing staff with available capacity	27%
Restructure our business and/or shift our business focus	23%
Adopt a nimbler/more flexible approach to reward management	20%
Sharpen & market our unique and compelling employee value proposition	20%
Use the crisis as an opportunity to find and recruit talent	18%
Be more selective in launching internal initiatives	16%
Adopt a more consistent/structured approach to reward management	14%
Nothing—return largely unaltered to existing operations, systems, processes, and policies	11%
May not emerge from the crisis	1%

The vast majority of organizations expect significant changes to workforce management practices going forward.

Approximately 75% of participants will continue to operate more virtually once the crisis is over.

56% of organizations feel they will be more disciplined about cost management once the crisis is over.

47% of organizations are committed to more open, transparent, and frequent two-way employee communication.

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Reacción de las Empresas y los Colaboradores

LA REALIDAD DE LA PANDEMIA: ¿CÓMO SE HAN SENTIDO LOS COLABORADORES?
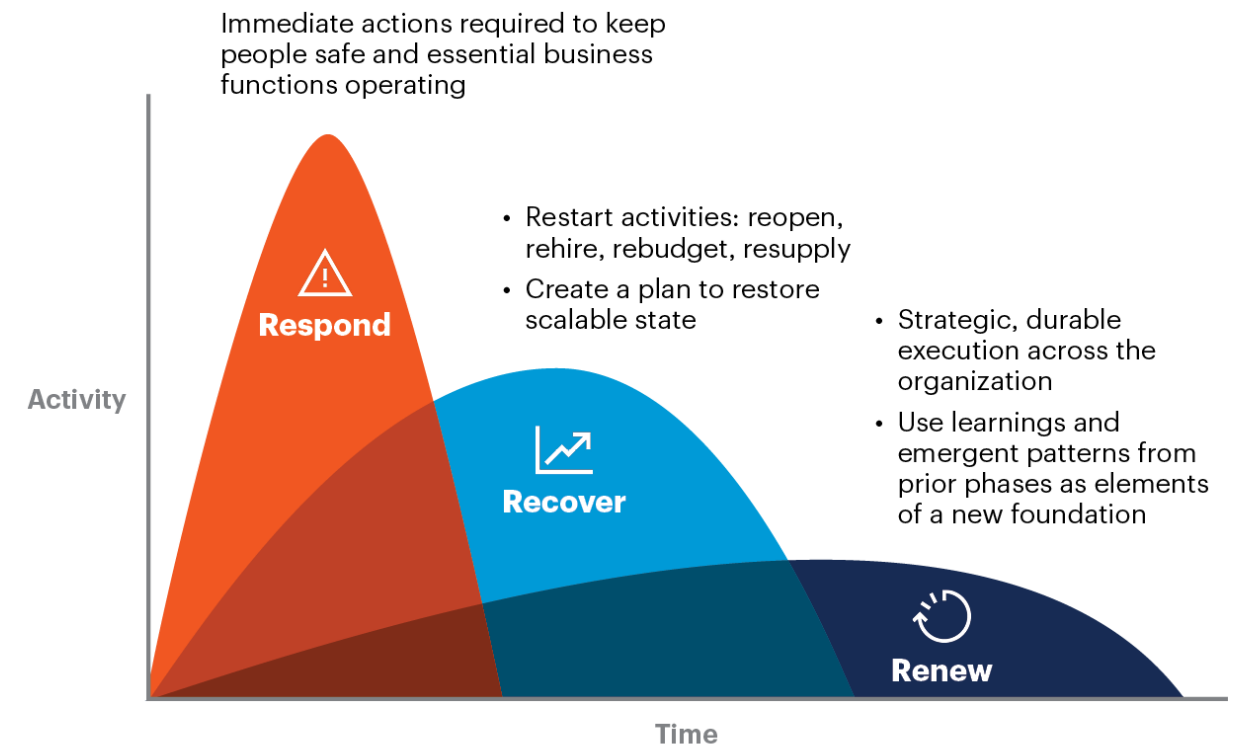
- **3-4 stages of the pandemic (HR perspective):**

  1. **React** (figure out what's going on → *Emergency Plans*)
  2. **Respond** (immediate actions to reduce harm or help teams → *Physical and Mental Health & Wellbeing + Law Conformity + Technology Resources + Cultural & Digital Transformation + Adapting to remote work*);
  3. **Recover / Return** (back to a new work environment or back to the office → *Reopen + Restore + Caring*);
  4. **Renew / Transform** (redesign leadership, jobs, customer offerings and the HR role → *Communicating + Listening + Empowering + Coordinating*).

- **"Adapting" = We operate in a cadence; we need time to reflect and regenerate**

The reset

Immediate actions required to keep people safe and essential business functions operating

⚠️ **Respond**

- Restart activities: reopen, rehire, rebudget, resupply
- Create a plan to restore scalable state

Recover

- Strategic, durable execution across the organization
- Use learnings and emergent patterns from prior phases as elements of a new foundation

Renew

Activity

Time

gartner.com/SmarterWithGartner

Source: Gartner
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Gartner

De "Trabajar en casa" a "Dormir en el trabajo"

- **Employee engagement reached an all-time high** (increased by 11% this year)

- **Biggest contributors to these positive results:**
  - _Leadership support_ (83%; "leaders value people")
  - _Communications_ (77%; "we know what the organization is doing and why")

- **Engagement element that improved the most**:
  - I have the _materials and equipment_ I need to do my work

- **BUT… Managers need training** on _skills to coach_ their teams and to know & sincerely worry about each one

- **47% of workers are "not engaged"**
  - Drop was also sharper for people working on-site

82%
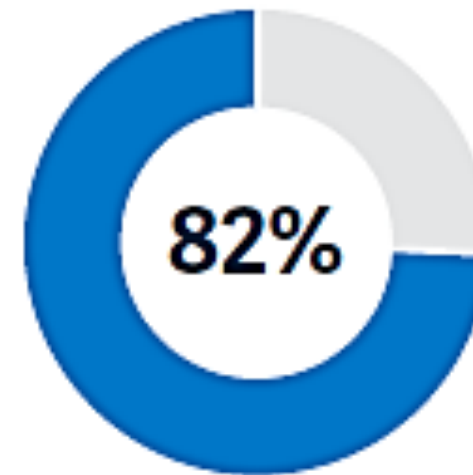
82% of businesses believe immediate supervisors are responsible for engagement

70%
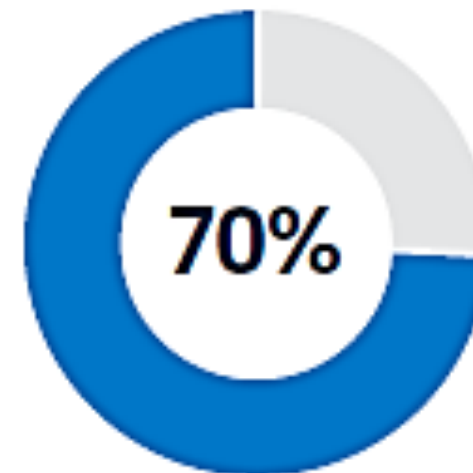
70% of businesses believe top leadership are responsible for engagement

Source: The state of employee engagement, 2019 HR.com research institute[s]

Most companies did a *solid job of addressing their employees' basic needs* (safety and stability) during the first phase of the COVID-19 crisis.

Organizations have stepped up in critical areas during the COVID-19 crisis.

Employer response effectiveness, % of respondents (n = 887)

78 indicate that their organization has responded to the crisis appropriately

80 indicate that leadership has acted proactively to protect their health and safety

77 indicate that they have the necessary information to plan and adjust

However, *those needs are evolving*, calling for a more sophisticated approach as organizations enter the next phase.

- **"What they were most looking forward to when they return to the office?"**

  - *50% fearful of going back due to health concerns… the one concern on many workers' minds: the commute.*
  - *75% of the respondents are anxious, but confident their own employer would create a safe environment.*
  - *64% of respondents, say they're more productive at home.*

- **School decisions and childcare shortages and concerns are complicating return** to the workplace for many parents

- **Most organizations that had instituted "pay cuts" & "frozen salaries":**
  - *¿Restore to previous levels?*
  - *¿"Defrost"?*

- **Bonuses and other rewards for performance** (executive management level)
  - *¿Changes to performance metrics? (targets, # of KPIs, measurement period)*

The State of Pay

As the second half of the year gets underway, here's what companies have done—and are considering—with pay.

7%	17%	24%	24%	52%
REDUCED BENEFITS	INSTITUTED SALARY CUTS	INSTITUTED SALARY FREEZES	ARE CONSIDERING ADJUSTING ANNUAL PERFORMANCE TARGETS	ANTICIPATE INCREASING MANAGEMENT DISCRETION IN AWARDED BONUSES

- **"Hero pay" = Increasing hourly wages or doubling overtime for essential workers** *(planned to end it as operations returned to normal)*
  - *Increasing daily infections; "essential" firms are still in need of hundreds of thousands of workers.*

- **More visible and prevalent frustrations: Wages + Safety concerns**

- **Result:**

  1. *Return to higher wages or bonuses* **(¿recognizing the importance of frontline and essential workers and encouraging them to stay** *on at jobs filled with risk?)*
  2. *Situational;* largely **dependent on businesses with increased demand** *(affordability + supply and demand for labor)*
  3. *Careful balance* between **"taking care of employees" vs. "financial viability"**

3

¿Qué es lo que más se requiere de mí para atravesar esta coyuntura?

RETOS PARA LOS LÍDERES Y SUS EQUIPOS

"Leaders have not made all the changes they need to make yet" (Korn Ferry x 3,500 organizations)

- **Battle fatigue:**
  - *People are becoming less tolerant of clunky management as the pandemic moves to permanent situation.*

- **Culture or communication issues have multiplied:**
  - *Lack of in-person interaction with troubling effects on morale (Millenialls & Gen Z)*

- **"Frontline managers have a meaningful impact on overall organizational culture":**
  - *¿Issues with them? Important for leaders to quickly intervene*

- **Leaders must reevaluate how they measure "success" during this period**

Tracking Employee Productivity

- **¿What happened to productivity over the last months?**
  - *Remained almost equal (65%) or raised (28%) – Mercer Global Survey # 6*

- **How do you define productivity?**

  - *Hours and effort* → Control people time and focus (Less waste)
  - *Bottom-line production* → Value each person brings to the organization (Best results per-project)
  - *Employee efficiency* → Value or volume completed with the least amount of time or effort (Maximizing per-hour return)

- **What productivity means for you and your team → Tools you use to measure it → Strategies you use to improve it!**

  - *Consider both individual AND team productivity.*
  - *Use objective measurements for accurate analysis.*
  - *Measure with goals and decisions in mind.*

While all workers are experiencing some degree of disruption, the range of experiences is wide.

Employee outcomes,
% of respondents (n = 887)

- ● Positive work effectiveness
- ● Engaged
- ● Positive well-being
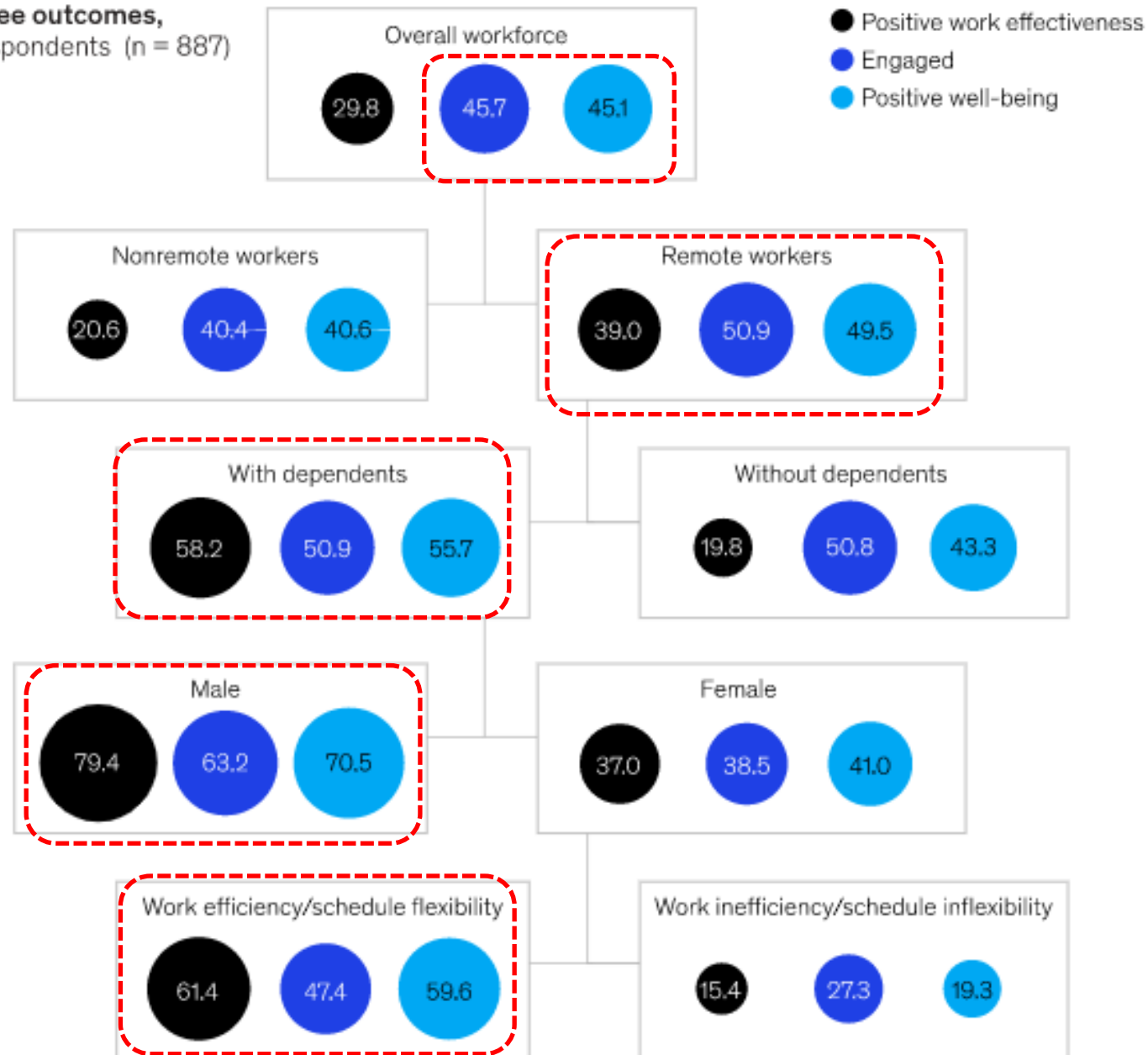
COVID-19 and the employee experience (McKinsey, June 29, 2020)

1. **Build trust by keep listening to your workforce**

2. **Focus on employee effectiveness, engagement and well-being** → *Social capital built on earlier phases will be key to the return phase.*

3. **Tailor your approach; employees' needs vary** (one-size-fits-all approach to "experience management" simply won't work). **Flexibility is crucial,** from managing day-to-day workloads to adjusting employee performance assessments

1. **Providing protection and ensure employee safety & well-being as the top priority**

2. **Communicate frequently** AND **demonstrate that you really care for them**

3. **Promote fair treatment & practices for all; don't discriminate**

4. **Develop innovative strategies to assist them and… anticipate**
   - *Divide teams that work alternate days; offer flexible start times for employees with family obligations; free snacks; extended leave options for sick or high risk workers or sick family members; additional benefits or food and emergency funds and services; access to education, healthcare and daily provisions*

5. **Look for input from employees & ask how the organization can support them and their families (compare your practices with others regularly)**

6. **Special plans to reward and recognize them**
   - *Desire for being recognized increases by about 30% during challenging times → Acknowledgements, personal notes and gifts thanking them and their families for their dedication; create employee funds for special bonuses*
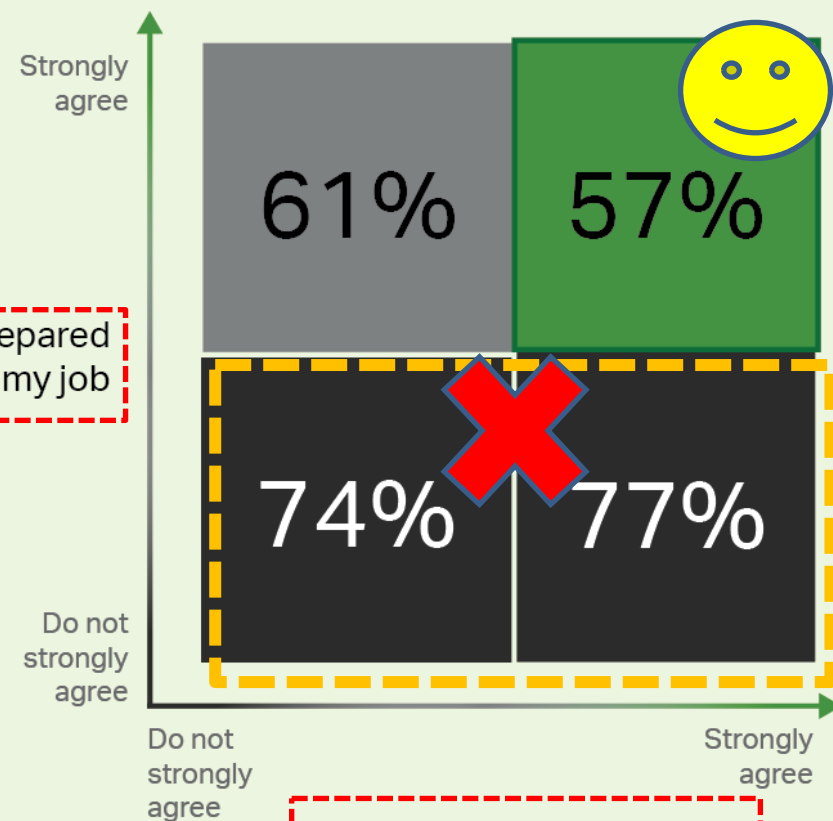
1. ¿El esfuerzo pasa desapercibido?

2. ¿"Pagar más" = "reconocer"? ¿No reconoce porque no tiene $?

3. ¿Muchos mensajes genéricos en mails y redes sociales? ("copy-paste")

4. ¿Para qué hacerlo?

En crisis, las conversaciones *de doble sentido* alcanzan su máximo valor

Managers play a critical role in helping their people feel prepared to do their job. An essential element of preparedness is regular and meaningful feedback.

% Reporting feeling stressed during COVID-19

Strongly agree

61%   57%

Feel well-prepared to do my job

74%   77%

Do not strongly agree

Do not strongly agree   Strongly agree

Received meaningful feedback in the past week

GALLUP

- **Assure mutual communication:**
  - *Employees need to understand the decisions* of leaders
  - *Leaders need to understand employees'* ideas, feelings and realities

- **Management by "Zooming" Around:**
  - *Humans are hardwired to unconsciously pick up on the emotions of others in less than a second (¿by mail?)*

- **Need of Psychological Safety:** Absence of interpersonal fear → During the pandemic:
  - *¿Virtual workers? Sharing ideas (previously unshared)*
  - *¿Essential workers? Not physically safe (required to show up)*

- **When you're in a more powerful position** –such as a leader, a parent, a professor- **you tend to be more infectious**

- **Enormous need for genuineness and transparency**
  - *Resist temptation to dive right into business without acknowledging other's situation*

- **If you're not role-modeling sustainable behaviors, you make it very hard for others**
  - *Trying to sacrifice yourself and hold on to top-down mandates won't let them succeed*

Psychological safety, emotional intelligence, and leadership in a time of flux (McKinsey, Jul 2020)

4

¿Qué creo que se mantendrá como parte de la realidad laboral después de que esto termine?

TENDENCIAS QUE SE CONSOLIDAN

- **A distributed workforce challenges: Maintaining company culture and driving innovation**

- **Workplace changes triggered by the pandemic will become permanent:**

  1. *Greater use of technology and data (expand innovation capabilities + drive operational effectiveness)*
  2. *Hybrid work model (working ecosystem)*
  3. *"Gig" work or working by projects + Pay for Location (allowing workers to work from anywhere but will adjust pay based on where employees live)*
  4. *Employee engagement & wellness (especially, safety & mental health) must remain important*
  5. *Value on new leadership styles: Empathy & Compassion + Vulnerability + Authenticity + Delegative (vs "the old powerful, distant, know it all" boss)*
  6. *New forms of L&D: Digital formats + More personalized & tailor made to different needs & more diverse groups (like Amazon or Netflix recommendations) + AoL / Follow-up*

# El trabajo remoto no solo es atractivo, sino efectivo

- **"If it were up to me, I would continue to work from home":**
  - Gallup: 49% - Gartner: 48% - Glassdoor: 65% - Microsoft: 71%

- **"If I were looking for a new job":**
  - 60% would be more likely to apply to a position that is entirely remote (Glassdoor)

- **Remote work vs Employee engagement:**
  - *Highest employee engagement: "Some remote work options" (at least two days per week)*

Americans Working From Home Due to Coronavirus

There are some things people may do because of their concern about the coronavirus. For each one of the following, please indicate if this is something you have done, are considering doing or have not considered [in the past seven days]:

Worked from home

■ % Have done

MAR 13	MAR 16	MAR 23	MAR 30	APR 6	APR 13	APR 20

31 → 49 → 59 → 62 → 62 → 62 → 63
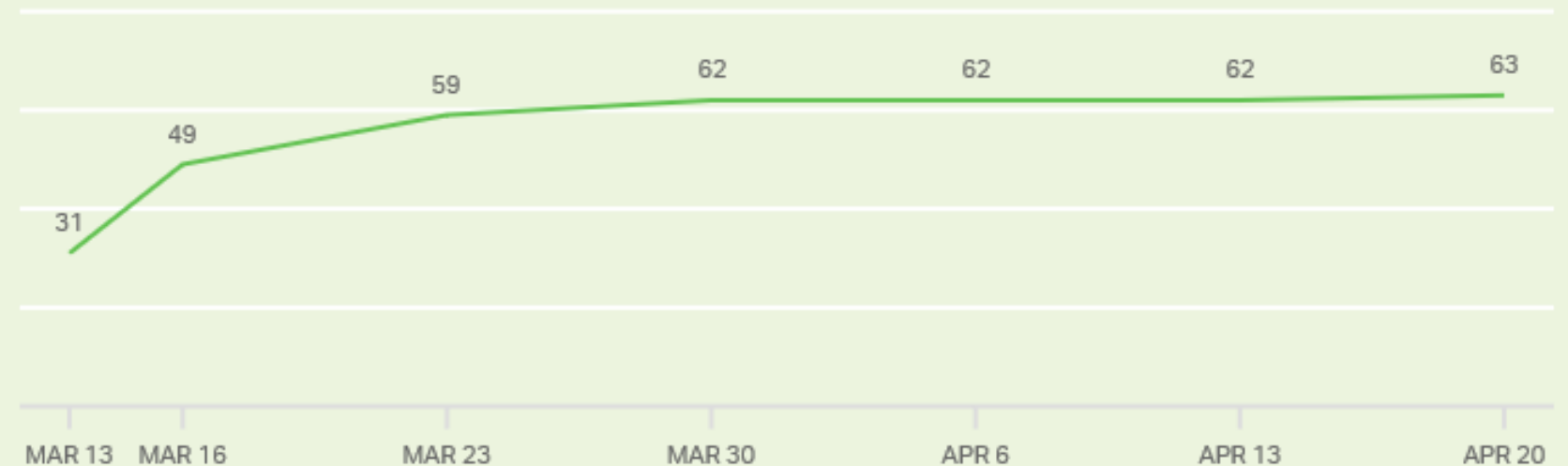
Since April 6, this question was asked in reference to "the past seven days."
GALLUP PANEL, 2020

¿Trabajo flexible en mayor escala?
## *Mercer 2020: Global Survey # 6*

- **¿Para qué implementar trabajo flexible a mayor escala?**
  - *Engagement y productividad (77%)*
  - *Atracción y retención (66%)*
  - *Incertidumbre de largo plazo por la pandemia (63%)*

- **¿Mayor obstáculo?**
  - *Actitud y habilidades de los directivos para manejar una fuerza de trabajo flexible (64%)*
  - *Mantener la cultura (51%)*
  - *Implementación inconsistente a través de la organización (40%)*

- **¿Cómo mejoraría?**
  - *Formación a directivos (62%), Apoyo expreso de los líderes (57%) y Confianza entre empresa y empleados (47%)*

- **Flexibilidad** supone darles control no sólo sobre **dónde trabajan,** sino **cuándo** (horarios flexibles, "*windowed work*", semanas comprimidas; 71%) y **cómo** (tecnología; 50%)

- ***Productivity and time management*** → *Working requires self-discipline and self-direction*

- **Financial services (88%) and technology (76%) sectors have seen the greatest acceleration of technologies (automation and AI)**

- **More than 60% of workers in the US economy cannot work remotely**
  - The real potential for remote work depends on:
    - *Nature of tasks conducted (factory workers vs management)*
    - *Handful of sectors (IT, finance & insurance, professional services, etc)*
    - *How work is done? Which employees and roles are best suited? Resulting workplace?*

- **Retrain & Reskill employees losing jobs to automation in new rare and complementary skills**
  - *Walmart, JPMorgan Chase, AT&T → Cost of retraining vs Laying them off?*
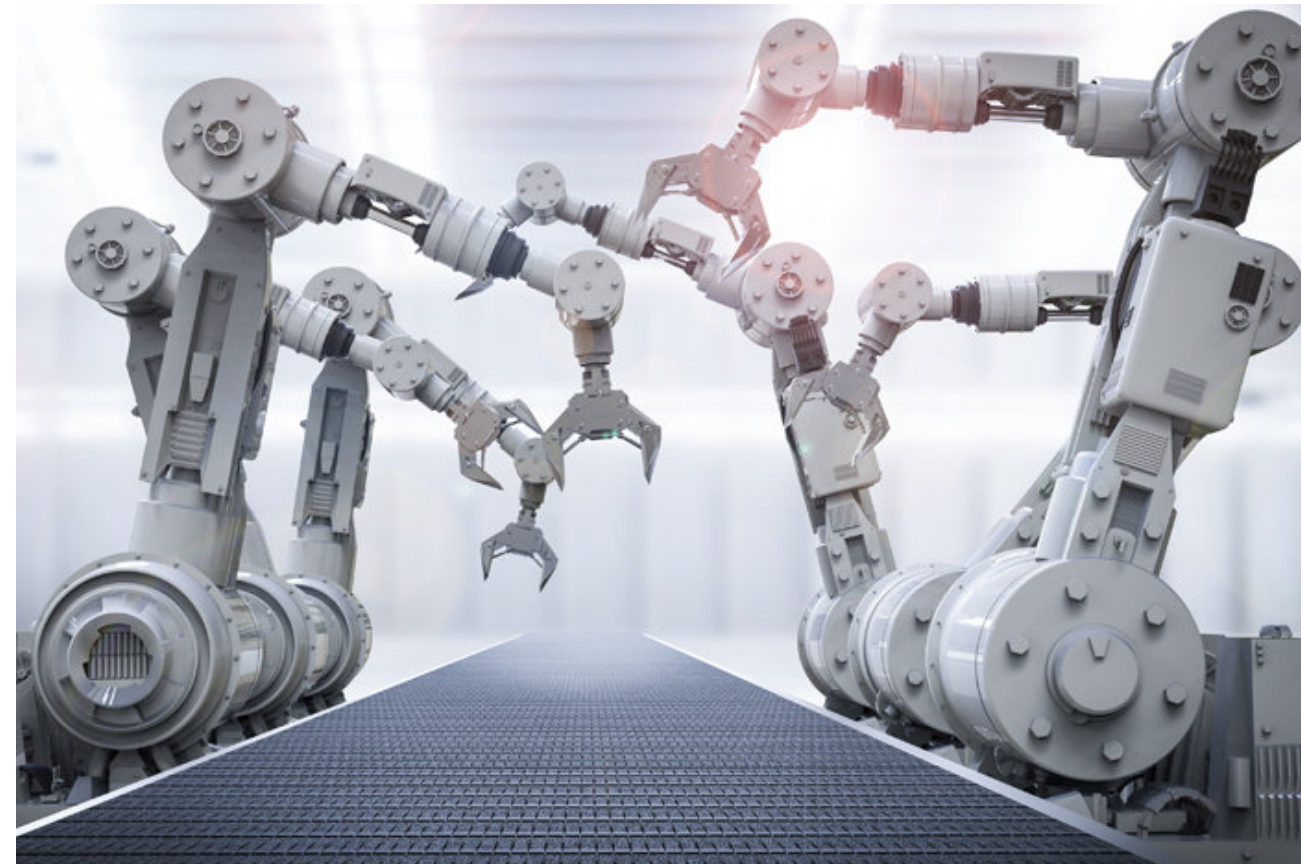
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¿Qué hemos aprendido que queramos mantener cuando todo haya pasado? ¿A qué no queremos regresar?

EL LEGADO DEL COVID-19

3 Fases del Cambio Planificado
Kurt Lewin, 1947

**DESCONGELAR (vencer resistencia del status quo)**
- Cuestionar validez de sus prácticas y creencias
- Generar ansiedad suficiente → ¿Seguridad?

CAMBIAR DE MOLDE (futuro "deseado", desconocido)
- Constatar nuevas realidades / Ejemplo personal
- Formación → Nuevas competencias, hábitos, valores

¿QUÉ APRENDIZAJES QUEREMOS "RECONGELAR" / ESTABILIZAR?
- Prueba → Re-aprendizaje
- Aceptación social, para no regresar al modelo previo
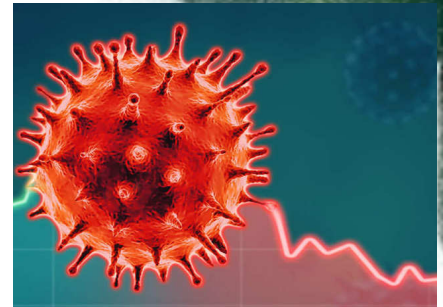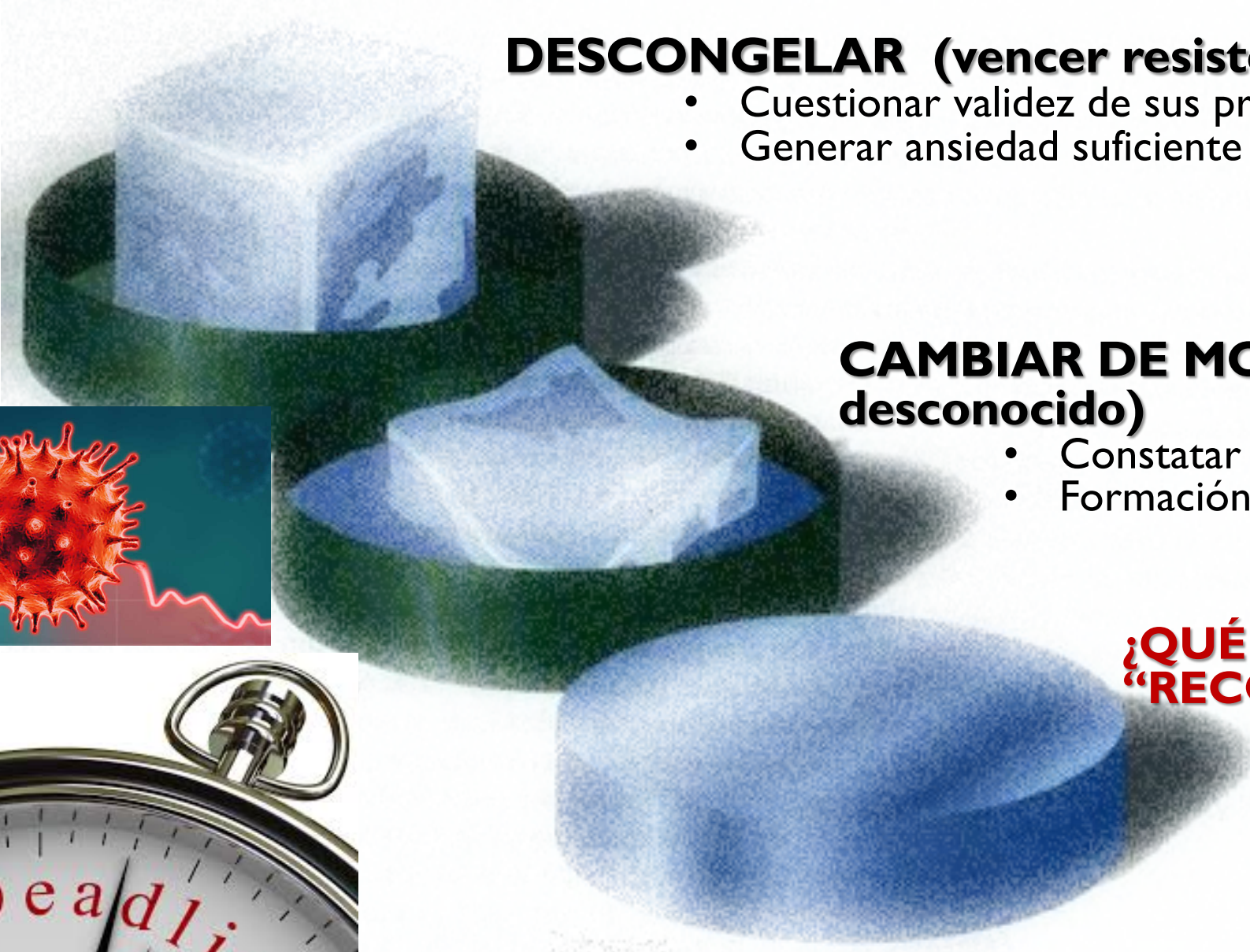
Top 5 Soft Skills

1. Creativity
2. Persuasion
3. Collaboration
4. Adaptability
5. Emotional intelligence

?

Top 10 Hard Skills

1. Blockchain
2. Cloud computing
3. Analytical reasoning
4. Artificial intelligence
5. UX design
6. Business analysis
7. Affiliate marketing
8. Sales
9. Scientific computing
10. Video production

- **Most in-demand Soft Skills for 2020 (LinkedIn, January 2020):**

  – *Creativity* (#1 for 3 years)
  – *Emotional intelligence:* New trend by 2020 (before COVID-19)

AFTER THE PANDEMIC
OUR NEW WORLD

"**Companies went digital, became agile, and learned to be empathetic listeners overnight. But like anyone who's trying to change, when we go back to the places we were before, we tend to go back to old habits**".

What to do?

1. *Reward and celebrate leaders who empower their teams* (avoid rewarding "positional power")

2. *Teams and companies should reflect on what they've learned* (successes, failures) *and what to keep or abandon* (from the new vs the old culture)

3. *Discover patterns on people, teams or business functions that thrive* or integrated like never before.

- **Selective myopia derail progress**
  - *Vast majority of people gravitate toward a good outcome, that can become a blind spot (80% of them have at least one)*

- **Biggest blind spot today: Getting stuck in the past, defaulting to the way things used to be!**

- **Too much optimism could anchor us in the old**
  - *We momentarily <u>lock in the old world</u> (back on how things used to be and wishing they are the same: movies, sports, travel)*
  - *We <u>need healthy pessimism</u> so we can erase what's no longer relevant and imagine from a clean state.*

- **Ironically, we need pessimism to keep us grounded in today's reality and think: "Beware"**
  - *See reality, reframe the picture, instill hope that we will make tomorrow different and better; it all depends on what we see.*

- **While *reality* keeps us grounded, *hope* will always inspire**
  - *The balance and art of leadership is never moving too far beyond what an organization can absorb*

INALDE BUSINESS SCHOOL
Centro de Estudios en Dirección del Talento (CEDIT)

Mil Gracias