



INSTITUTE FOR
HUMAN RESOURCE
PROFESSIONALS

Business and people priorities toolkits for the 'new normal'

Post pandemic (Covid-19)



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BUSINESS & PEOPLE PRIORITIES

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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

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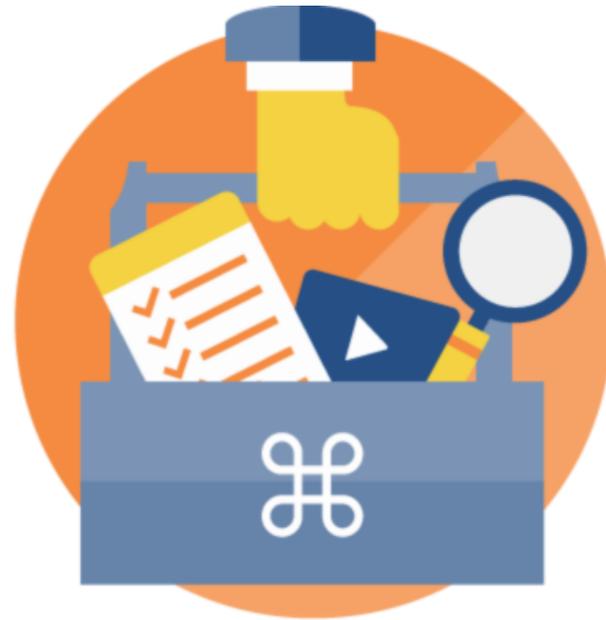
Click on any italicized / underlined text to go to the reference page

01 Analyze

Review the learni



Competitive advantage toolkit





Competitive advantage



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

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

With the first shock from the pandemic over, how can companies become more resilient? Does your company have a future-ready strategy to differentiate yourself against competitors? How do you stay close to clients and engage employees effectively? Does the company have the right technology to support business processes in the new normal? Find out answers for these questions and many more in this toolkit.

This toolkit includes the following material:



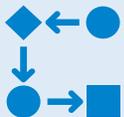
4 business transformation trends



3-step process to kickstart business transformation



4-step process to create business transformation blueprint



Introduction of the AGILE model for continuous improvement



3 key factors to form competitive advantage



Innovation starts when organizations introduce new processes, services or products to create positive impact on the business.



Digitalization means utilizing digital technologies or data to enable or improve processes.



Business transformation is the process of revamping systems, processes, people, technologies across business units to bring about improvement in efficiency, effectiveness and stakeholder's satisfaction.



4 business transformation trends post Covid-19



1. Every company becomes a technology company

- Businesses need to innovate swiftly to enter new markets and create more value for customers.
- Companies may use technology to create proprietary solutions to differentiate from competitors.
- In future, companies need to focus their strategy in creating proprietary solutions using technologies such as machine learning, AI, blockchain, mixed reality and more.

2. Benefitting from the power of technology

- Harnessing the power of technology reduces cost, bringing greater access to information, finding or creating solutions that bring about optimal effectiveness and efficiencies.
- 90% believe that technology adoption along with company's ability to build its own digital capability will bring about positive impact on communities around the world.

3. Face intense competition when boundaries between and within industries are shed

- Established organization will face disruptions when new market entrants are able to take advantage of technologies quickly while they are still adjusting their processes and cultures to cater new generation demands.
- 47% believe that industry incumbents are forced to compete with new market entrants who can make use of their new digital capabilities and intellectual property.

4. Corporate culture will shift to a new normal

- New technologies and technological competencies make work life more efficient and engaging. There will be pressure on companies to put these tools to good use.
- Creating collaborative work and learning culture, offering better infrastructure, tools, insights will enable employees to achieve professional success.



How to prepare your company to be future ready?



1. Be attentive and respond to your customers quickly

- Companies should try to understand and empathize with the customer. Provide user-centric solutions and create personalized experiences.
- Invest in technology to free up resources to do more value-added activities.
- Provide ground staff with insights on customers to enable them to meet customer's expectation and provide seamless service delivery.

2. Explore more innovative ways to use cloud technology

- Companies should review and think of other innovative ways to make efficient use of cloud technology.
- Migrate applications to the cloud at scale or explore other collaborative tools and applications to improve current ways of working or drive innovation in the use of data and applications.

3. Remodel security for AGILE operations

- With the wide adoption of technology for businesses in the new normal, companies have to manage the security risk due to workforce fluctuations, supply chain weaknesses, counterfeiting and new cyberthreats.

4. Adopt AGILE culture as a way of working in the company

- Determine areas of improvement and set priorities for the company.
- Adopt and embrace agile model and apply during work.
- Delegate and empower individuals and teams to continuously experiment and improve current company processes to achieve customer satisfaction or set competitive edge in market.
- Revise performance management metrics that encourage autonomy.



3-step process to kickstart business transformation



01 Review company current state

Company determine success measurement. Study the current condition of the company and identify what is required across the organization.

02 Conduct a review on organizational environment

Identify areas of improvement and find out the existing tools, process and resources in place. Find out the support available at different stages of projects, clarify on the scope of work and change needed to achieve future state.

03 Document the future state

Make this a collaborative iterative activity, continuously improve your business model and consult stakeholders regularly to define a model that works for the company to achieve future state.



Interactive activity 1: Unearth your insecurity with technology



Purpose: To uncover why employees trust or mistrust interaction with technology.

Instructions

1. Write on paper or a white board “I’d trust a computer to _____, but I’d only trust a human to _____.”
2. Fill in the blanks as many times as possible within 5 minutes
3. Reflect and conduct a discussion with your team
 - a) Among responses from all members, what stands out? What are the forces that impact trust?
 - b) How can technology we use today do better to increase our trust in technology?

Exercise

1. Write on paper or a white board “I’d trust a computer to _____, but I’d only trust a human to _____.”
2. Write on paper or a white board “I’d trust a computer to _____, but I’d only trust a human to _____.”
3. Write on paper or a white board “I’d trust a computer to _____, but I’d only trust a human to _____.”
4. Write on paper or a white board “I’d trust a computer to _____, but I’d only trust a human to _____.”



Interactive activity 2: Role play



Purpose: To discern on the potential shortcomings of human-to-computer interactions.

Instructions

1. **Scenario 1: Demonstrate and act how you order a coffee from a cafe.**
2. Choose a partner for the role play
3. Take note of both verbal and non-verbal cues. Include things like how the information was shared, any obvious emotional responses, etc.
4. **Scenario 2: Repeat the scenario with one partner playing the role of a computer. Demonstrate how you order a coffee from a self help order kiosk.**
5. Reflect and discuss the differences in the interactions.
 - a) Where did communication breakdown? Why?
 - b) What can we learn from the human interaction that could improve the human-to-computer interaction?



Interactive activity 3A – Brainstorming 1

Purpose: To brainstorm opportunities for an improved product or experience based on unmet expectations from prior experience.

Instructions

1. From your research or experience, make a list of incompatible solutions that employees or customer might experience from working or interacting with company.
2. For each incompatible solutions listed, create list of focus questions about the opportunity to improve your product or service experience.

For example:

“How might we create...”

“How might we improve...”

“How might we enable...”

3. Go through the list of opportunities and select the three issues you are most interested for further discussion.



Interactive activity 3B



Purpose: To generate design concepts based on unmet expectations from prior experience .

Instructions

1. From the list you generated in Brainstorming 1, pick the three you are most interested for further discussion.
2. As individuals, use the first idea and think for 3-5 minutes to generate a list of possible solutions. Write possible solutions on sticky notes. Write each idea on one sticky note.
3. Repeat step 2 with your next two choices.
4. If you are in a group, share your ideas and group similar ideas in a cluster. You may also filter the ideas according to what your team will like to work on as a group.



Interactive activity 4: Testing Solutions



Purpose: To articulate step-by-step in a sequence of interactions to create a more inclusive and user-centric solution or interaction.

Instructions

1. From an existing design or prototype, choose a specific concept you want to improve.
2. Compose a sequence or outline step by step guide on how your solution works:
 - a) Whether the sequence is user or system initiated.
 - b) How the user interacts with the trigger.
 - c) How the feedback begins.
 - d) How the user interacts with the feedback.
 - e) What happens immediately after the feedback is complete.



Group interactive activity response board



Interactive activity 3A: Brainstorming 1

Each member list 3 focus questions you're most interested in exploring to improve your product or service experience.

Interactive Activity 3B

From the list of focus questions from Brainstorming 1, select 3 areas of improvement that the group wish to explore further. Brainstorm possible solutions and write each solution on a sticky note.

Area of Improvement 1 :

Solutions:

Area of Improvement 2 :

Solutions:

Area of Improvement 2 :

Solutions:



Interactive Activity 5: Testing Solutions

1. From an existing design or prototype, choose a specific concept you want to improve.

2. Compose a sequence or outline step by step guide on how your solution works:

a) Is the sequence is triggered by user or system?

b) How the user interacts with the trigger?

c) How does the feedback begins?

d) How does the user interacts with the feedback?

e) What happens immediately after the feedback is complete?



3-step process to kickstart business transformation



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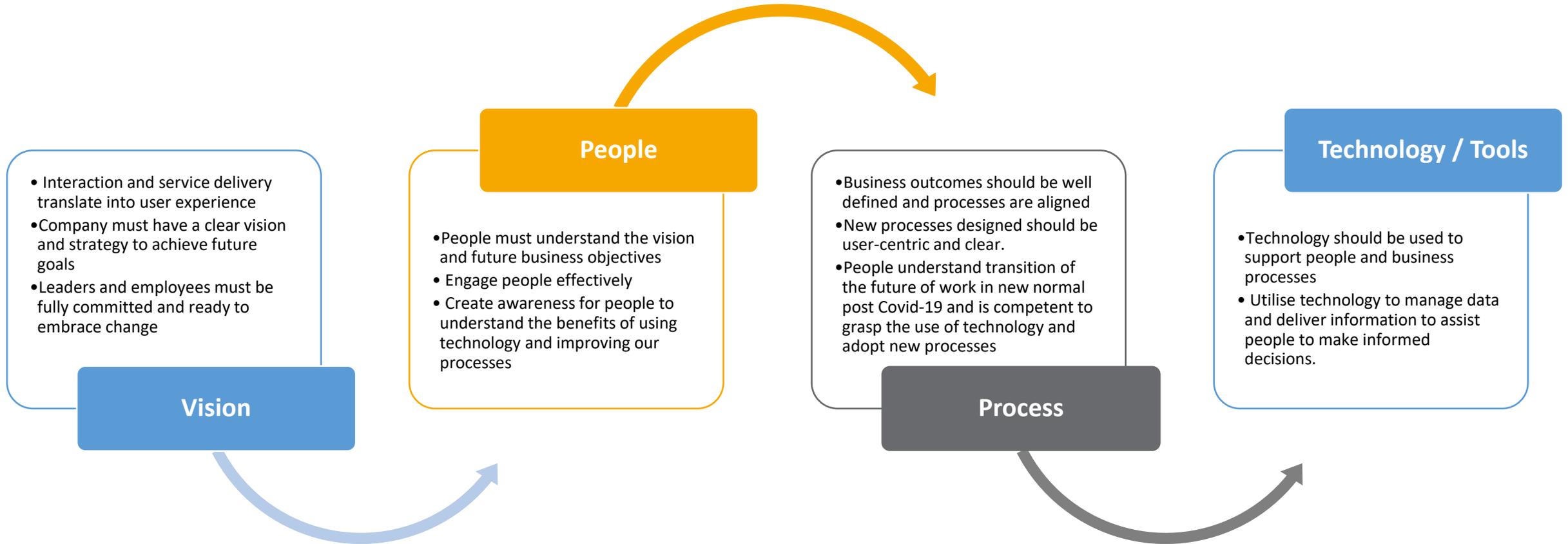
Identify areas of improvement and find out the existing tools, process and resources in place. Find out the support available at different stages of projects, clarify on the scope of work and change needed to achieve future state.

03 Document the future state

Make this a collaborative iterative activity, continuously improve your business model and consult stakeholders regularly to define a model that works for the company to achieve future state.



4-step process to create business transformation blueprint





Plan your business transformation blueprint



Vision

- a) What do you think is your company's competitive advantage against other competitors in the market?

- b) What are the areas of improvement your company is struggling with?

- c) What is your company's vision for the future?

- d) What are the strategies to achieve company's vision?

People

- a) What are the measures your company can do to help employees and stakeholders to understand your vision and strategies?

- b) How do you plan your manpower and resources and put them into good use?

- c) How does the company encourage the adoption of technology to change business processes?



Plan your business transformation blueprint



Process

- a) What are the business objectives that your company has identified?

- b) What are the 3 – 5 top business processes that are ineffective or irrelevant after Covid-19?

- c) What are the proposed solutions to improve business processes to ensure seamless delivery to users?

- d) How is the company going to measure the performance of the new business processes?

Technology

- a) Identify which technology or systems can be adopted to support your new processes ?

- b) Based on your answer in a), how can these technology bring value to your business?

- c) What are the measures or training to help employees familiarize with the new technologies?

- d) How does the company measure the effectiveness of the current vs new technology?



3-step process to kickstart business transformation



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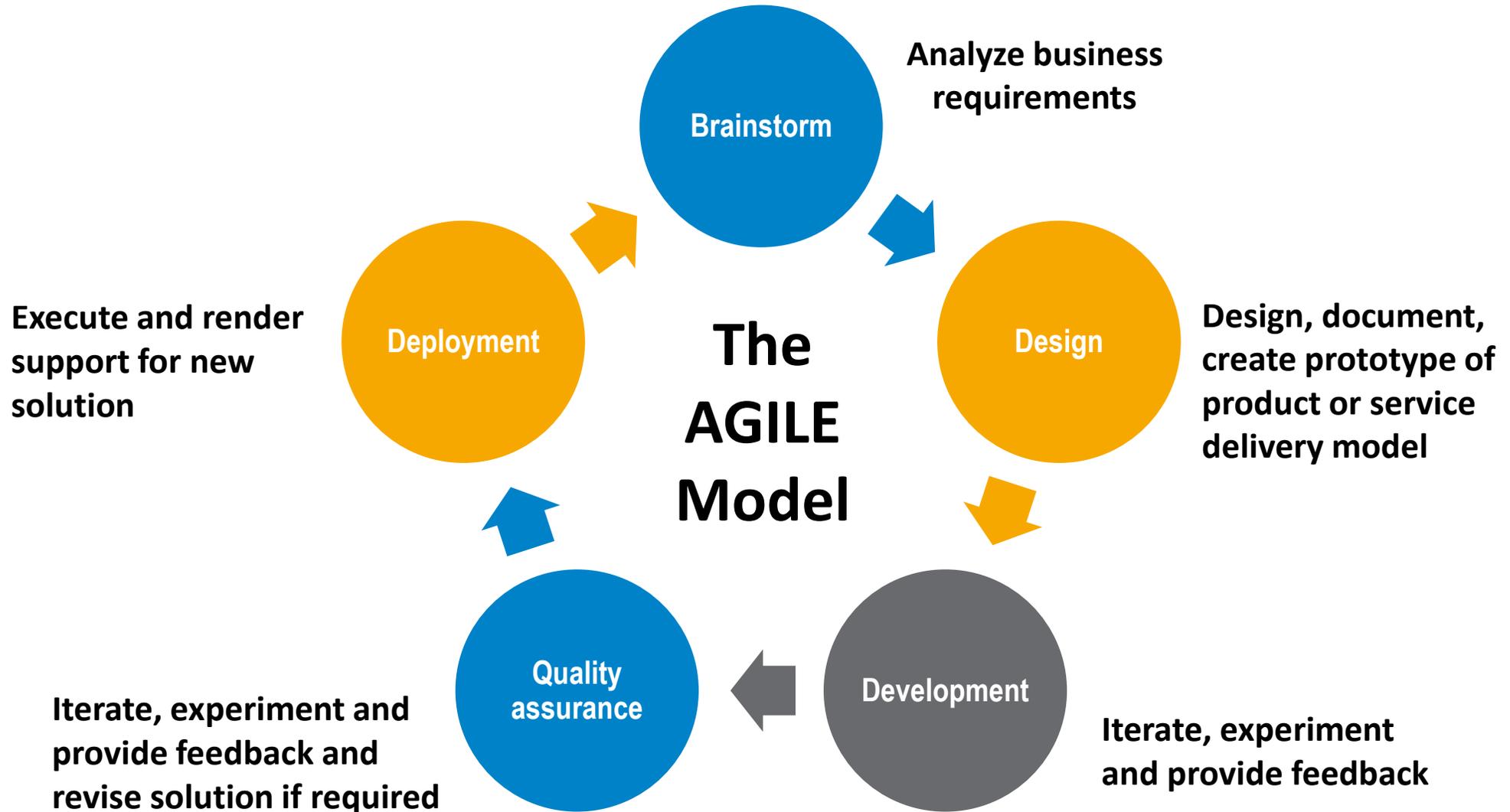
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AGILE model for continuous improvement





Group AGILE Response Board



Brainstorm

- a) What is your business key priorities now to improve your business?

- b) What are the key areas of improvement for the issue identified?

- c) What is the current business requirement after reviewing the existing process?

Design

- a) What are your proposed solutions?

- b) Document and devise a plan and timeline to create a prototype of your proposed solution.

- c) What resources are required to create a prototype?

- d) What are the performance measure to rate effectiveness of the prototype?



Group AGILE Response Board



Development

- a) What are your key findings after experimenting with the prototype?

- b) What are the key improvements you noticed after experimenting the prototype?

- c) What are the areas of improvement of this prototype?

- d) Do you think the prototype can address your business priorities after several testing?

Quality Assurance

- a) What are your key findings after replicating prototype and use in various situations?

- b) Do you think quality standards of your products or service has been maintained?

- c) Are there any safety or security concerns for your prototype?

- d) Do you think a revision of the prototype to meet customer's needs or business priorities?



Group AGILE Response Board



Deployment

- a) How do you plan to launch and deploy your prototype?
- b) What is the timeline to execute the new solution?
- c) How are you communicating to your stakeholders?
- d) Which is the role of each department in this process moving forward to support and ensure seamless delivery?
- e) How do you measure the performance of the new prototype or service ?



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