INSTITUTE FOR
HUMAN RESOURCE
PROFESSIONALS

Business and people priorities toolkits for the ‘new normal’

Post pandemic (Covid-19)

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Business and people priorities

STRATEGIES FOR THE NEW NORMAL

PEOPLE STRATEGY

1. **Well-being**
2. **Leadership resilience**
3. **Talent attraction**
4. **Talent development**
5. **Talent retention**
6. **Employee engagement**

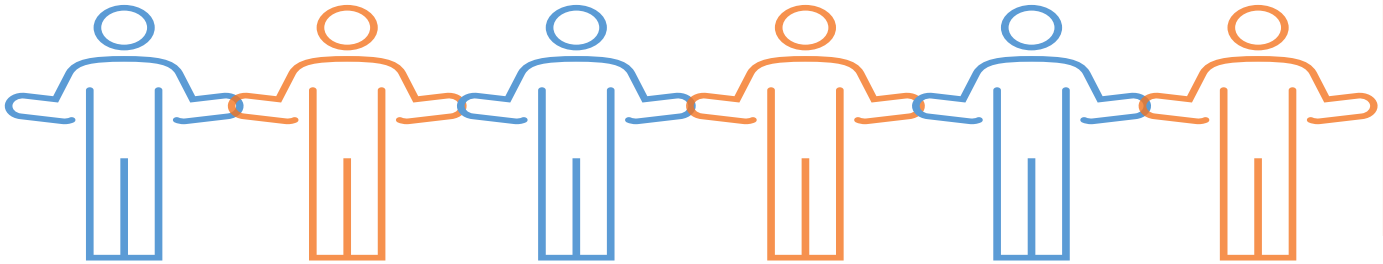
BUSINESS STRATEGY

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

BUSINESS PROCESSES

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

People Strategy Toolkit



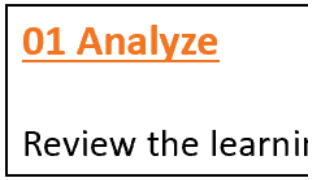
- Talent attraction
- Talent development
- Employee engagement
- Talent retention
- Leadership resilience
- Well-being

Tips on toolkit

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

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



Leadership Resilience Toolkit

Leadership Resilience

“It is in times of crisis that true leaders emerge”

Covid-19 has changed the world we knew. New norms are in place everywhere and everyone is dealing with their own challenges. In times of crisis, we look up to our leaders to keep organisation afloat. Employees need steady leadership the most – but that’s also when it is most difficult to lead.

Resilient leaders are the need of the hour.

This toolkit includes the following material:

	Benefits of having resilient leaders
	Framework: 5 Leadership Resilience Themes
	Guiding questions & tips for practical application

Purpose & Benefits

This toolkit is targeted at business leaders and HR leaders alike, as they prepare for the new normal post pandemic.

We recognise that most businesses will be fighting hard focusing on immediate priorities as they battle through a pandemic and the resultant economic turbulence. As a result, they may not be able to pause, look ahead and plan for future.

This toolkit is a ready reckoner that will enable HR practitioners to diagnose and solve organisational challenges across various dimensions including strategic and operational people priorities.

Why Build Resilient Leaders?

There are times of uncertainty and challenge that every organisation must face. And at such times the responsibility falls on the leaders to guide the organisation through the tough time. How leaders behave at times like this has a lasting impact not only the organisation but also on the people.

This is when Resilient Leaders shine.

Resilience is defined as the ability to bounce back from setbacks or to thrive during times of challenge. Resilience can be learnt and practiced.

It's a skill and people talk about developing the 'resilience muscle'

Adapted from

1. https://www.kornferry.com/insights/articles/perspective-leadership-in-an-outbreak
2. https://www.mckinsey.com/business-functions/organization/our-insights/tuning-in-turning-outward-cultivating-compassionate-leadership-in-a-crisis#

5 Resilient Leadership themes

1. Stabilise First

"Stabilise and survive the crisis"

- How are you proactively filling the information vacuum and uncertainty?
- How are you turning the current circumstances to emerge stronger?

2. Envision & Lay Out a Plan

"Visualise the future and define your path to the vision"

- What does future look like and how are you bringing it to life?
- Are you proactively working to build the path to recovery and rebound?

5. Authentic Leadership

"Lead with the heart while focusing on delivery"

- How are you demonstrating that you have the best interest in heart for your customers, employees and stakeholders?
- How are you balancing empathy and execution?

3. Agility & Courage

"Be courageous, nimble and tread a different path"

- How are you ensuring that your business is nimble and agile enough to adapt to change?
- Are you comfortable making tough decisions and encouraging your teams to do the same?

4. Communicate & Collaborate

"Engaging and working together for success"

- How do you stimulate and build trust towards 'one team one mission'?
- How are you breaking silos and fostering collaboration to achieve the shared vision?

Adapted from 1. https://blog.smarp.com/leadership-communication-how-to-build-trust-in-the-workplace

Stabilize First: Stabilize and survive the crisis

Resilient leaders have the ability to recognise early on that the organization is facing a crisis and they start to mount a response.

They are not dependent on predefined response plans but can react to situations as they develop.

What can leaders do

Institute crisis and business continuity plan

Engage with key customers and reinforce loyalty

Understand impact/liability and formulate response

Recognise the need to transform

Establish a survival plan for operations

Adapted from 1. https://www.straitstimes.com/business/property/propertyguru-launches-new-feature-with-360-degree-walk-through-of-units

Envision & Lay Out a Plan: Visualize the future and define your path

Resilient leaders do not wait for the crisis to be over to plan for future - they plan for it in the midst of the crisis. And to do that right, leaders need to have a longer-term vision: a north star that will focus and help shape their thinking about the short and the mid-term.

What can leaders do

Focus on what your customers will require in the future

Explore how you will meet their new and evolving demands

Consider both threats and opportunities

Based on what you learn, adjust your vision and strategy

Engage the leadership team for this kind of thinking

Rally the team around your vision

Adapted from 1. https://www.kornferry.com/content/dam/kornferry/special-project-images/coronavirus/docs/KF_Playbook_Leadership.pdf

Agility & Courage: Be courageous, nimble and tread a different path

Resilient leaders take decisive and speedy actions with courage and based on imperfect/incomplete information.

Employees and stakeholders expect them to be clear, decisive and courageous while making the right decisions.

What can leaders do

Gather relevant information

Identify alternatives/options and weigh them

Identify the possible outcomes and make the decision

Communicate your decision with your team

Move on!

Adapted from 1. https://www2.deloitte.com/us/en/insights/economy/covid-19/heart-of-resilient-leadership-responding-to-covid-19.html

Communicate & Collaborate: Engage & work together for success

To be an effective leader, one of the key factors is to be able to build trust and engage your team so that they will be motivated to work hard towards a common goal that is align with the organisation's mission and vision.

It is essential to have trust in a team for them to perform their best as there is no barrier within themselves and it creates psychological safety.

What can leaders do

Lead by example and affirm with action

Authenticity counts a lot - be honest and sincere

Communicate openly, simply and frequently

Enable new ways of communication and connection

Distill meaning from chaos

Listen & encourage input

Adapted from

1. https://www.mckinsey.com/business-functions/organization/our-insights/tuning-in-turning-outward-cultivating-compassionate-leadership-in-a-crisis#
2. https://www.ccl.org/articles/leading-effectively-articles/communication-1-idea-3-facts-5-tips/

Authentic Leadership: Lead with the heart while focusing on delivery

Resilient leaders understand that recovery is a HUMAN experience.

Such leaders demonstrate empathy and focus on building relationships.

Resilient leaders not only demonstrate empathy but open themselves to others and remain attentive to the well-being of self and others

What can leaders do

Know yourself

Learn to connect

Be discreet

Play to your strengths

Keep requesting feedback

Adapted from 1. https://www.kornferry.com/insights/articles/perspective-leadership-in-an-outbreak

Appendices

Guiding questions

Tips

Case studies

Guiding questions

Guiding Questions

1 *Stabilize First*

- How long will your current client commitments will help you operate without going red?
- What decision do you make in two to three months if nothing changes?
- How deep do you dig yourself in?
- What is your back up?

2 *Envision & Lay Out a Plan*

- What are some of the key changes that Covid19 has brought in our industry/competitors/customers and their expectations?
- Are there any lessons learnt or shared best practices from past?
- Are you able to make time to strategise for the vision of the future?
- Do you have a capable team to support you in this journey?

3 *Agility & Courage*

- What challenges are you currently facing?
- What are the barriers to decision making? Are any of these in your control?
- What are the possible setbacks from making a certain decision?
- Can you review long terms trends in the industry and gather lessons from the past?
- Do you have a capable team to support you in this journey?

Guiding Questions

4. Communicate & Collaborate

- How do you find engaging with people?
- Do you remember any specific instance that left a significant impact on you?
- How do you want to be viewed by the people in your company?
- What is your preferred communication style/approach/medium?
- What recent communication left a mark on you?

5. Authentic Leadership

- What kind of leader do you want to be known as?
- What drives you in your job?
- How would your team describe you?
- Do you know your team beyond work?
- Do you seek feedback and act on them?
- What is your approach to decision taking?
- Do you have a support network at work?

Adapted from 1. https://www.insights.com/media/1107/authentic-leadership.pdf

Tips

Steps leaders can take to build resilience

1 *Find Your Purpose*

Resilient Leaders are guided by their passion or a principle that they believe in. Seek out what drives you .

2 *Develop Positive Relationships*

When times are tough, leaders will need a support network to see them through. Work towards building strong teams, trusting colleagues and mentors.

3 *Communicate Powerfully*

Resilient Leaders will build a strong and powerful communication style that is unique to themselves. Work towards building your own communication style that will help others understand change, expectations and new directions.

4 *Be Flexible*

Resilient Leaders are open to change. They accept that change is inevitable, and flexibility is key to adapting. They are open to changing themselves with the need of the time and can learn from mistakes.

Adapted from

1. https://www.business2community.com/leadership/5-strategies-for-building-leadership-resilience-02251183
2. https://www.kornferry.com/content/dam/kornferry/special-project-images/coronavirus/docs/KF_Playbook_Leadership.pdf
3. https://www2.deloitte.com/us/en/insights/economy/covid-19/heart-of-resilient-leadership-responding-to-covid-19.html

Steps leaders can take to build resilience

5 *Be Decisive*

Do not wait for perfect information. Practice making swift and resolute decisions. Reconcile the paradox of pause & action.

6 *Be Humble & Coachable*

Be open to feedback and have a continued urge to grow and develop. Make seeking and providing open honest feedback a motto.

7 *Care for Self & Others*

Acknowledge that it is a tough time and you and others may be stressed. Make wellbeing a priority.

8 *Celebrate Success*

Celebrate small milestones and success. Train the mind to look for success rather than dwelling on negativity or failure.

Adapted from

1. https://www2.deloitte.com/us/en/insights/economy/covid-19/heart-of-resilient-leadership-responding-to-covid-19.html
2. https://www.kornferry.com/insights/articles/perspective-leadership-in-an-outbreak
3. https://www.mckinsey.com/business-functions/organization/our-insights/tuning-in-turning-outward-cultivating-compassionate-leadership-in-a-crisis#

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People strategy toolkits master

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