

# 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

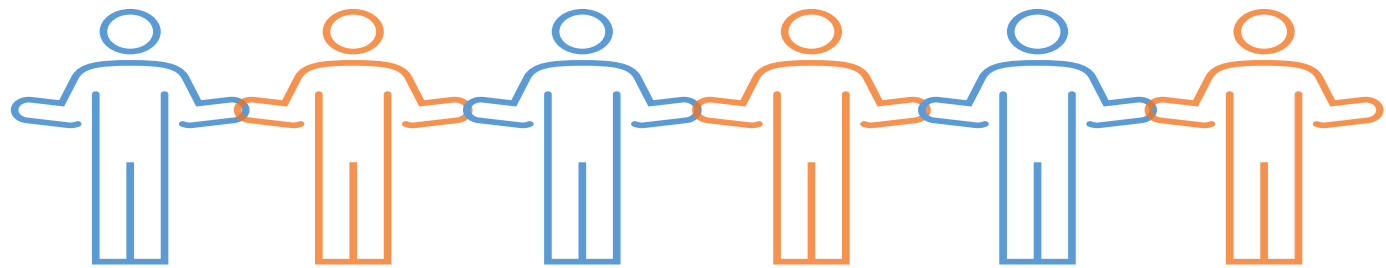
7. Company culture
8. Employer branding
9. Competitive advantage  
(innovation, digitalisation & transformation)
10. Business continuity  
(diversity, localisation & new business opportunities)

### BUSINESS PROCESSES

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



# People Strategy Toolkit





# Tips on toolkit

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**01 Analyze**

Review the learni



# Talent development toolkit





# Talent Development



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

Learning & Development forms part of an organization's talent development strategy and helps align individual goals and performance with Company's overall vision and goals. In the face of a pandemic, organisations are forced to adapt current learning approaches to enable remote and online delivery. It is likely that companies have limited budget and resources to accomplish this. This toolkit has been designed to support companies in this transition.

This toolkit includes the following material:



**Benefits of talent development**



**3 step approach to make a swift transition to virtual learning**



**Guiding questions, tips and case studies 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 develop talent?

Strengthen skills, knowledge and overcome weaknesses

Increase productivity and encourage innovation, leading to higher turnover and better market position

Improve employee performance, building competencies and confidence

Increase employee satisfaction and morale, feeling of being valued

Improve retention of employees, reducing cost of hiring and re-training

Enhance employer brand, for both current and future employees





# 3 steps for a swift transition to virtual learning



## 01 Analyze

Review learning and development goals for the year and decide what needs to change.

## 02 Execute

Explore various ways of training the employees through digital platforms, virtual workshops through teleconferencing systems, meetings or collaboration platforms.

## 03 Evaluate

Collect feedback and information to understand areas of improvement. Be open and prepare for failure. Incorporate improvement in future workshops or initiatives.



# 01 Analyse



## 1. Review training goals and priorities

- Review training needs analysis, goals and people priorities of the organisation
- Determine the current skill of the workforce, training gaps and identify who requires training to do the job
- If the priorities are different, update the desired outcomes

## 2. Review learning design against learning outcomes

- Determine if the training delivery, learning content and learning methods are still relevant for the target audience
- If it is not effective anymore, revise if necessary

## 3. Devise the learning approach

- Employees are working from home; they might not have adequate time or interest to complete training with long duration, intense content or tedious assessments
- Organise content and create bite sized learning packages
- Send pre-reading materials or web-cam made videos; facilitate discussion or prepare presentation and interactive activities to make learning more engaging

## 4. Plan training activities and conduct a test run

- Plan training activities to achieve optimal learning outcomes for employees (e.g. invite external speakers, facilitate training individually or through group learning activity)
- Determine the best mode to support for training delivery (e.g. email, video conferencing, social platforms to replicate virtual classroom)
- Before implementing, conduct a pilot run to gauge its effectiveness and adjust the training plan according to circumstances.



# 02 Execute



## 1. Inviting an external speaker

- If an external speaker is engaged, evaluate to determine if they can deliver the content
- Consider a pre-recording and conduct a live Q&A session to answer learner's questions and create engagement
- Recording of the learning session enables employees who missed the session to catch up at their own convenience
- Engaging external speakers demonstrates the company's commitment to the development of its employees

## 2. Small group learning and presentation

- Distribute pre-reading materials in advance and ensure that participants have received it
- Accept that many employees will be balancing other work and personal commitments
- If smaller groups are more conducive for learning, split the group into teams and give clear instructions on what to do and share guidelines to present their learnings virtually

## 3. Large group learning and presentation

- Engage a training facilitator to handle the training delivery, coordination and navigation of the program
- Distribute pre-reading materials in advance and ensure that participants have received it
- Conduct a test run on the virtual platform to ensure that training delivery works; revise plans accordingly if required
- Maintain an optimal group size (preferably less than 20) and plan for ice breaker games to ease & engage participants
- Orientate participants to familiarize with technology & tools used in the program
- Create learning plans and group activities to facilitate learning
- Adapt and use various facilitation techniques to allow participants more time to explore the material and ask questions



# 03 Evaluate



## 1. Collect feedback and information from training participants

- To understand effectiveness, efficiency and value of learning, collect feedback and information from participants
- Conduct a survey with participants immediately at the end of the program
- Ask participants on their experience, key takeaways and other areas of improvement to enhance the training experience

## 2. Collect feedback and information from third party

- Involve other experienced training facilitators or colleagues focused on training process delivery and structure
- Seek their immediate feedback on what can be improved to optimize learning

## 3. Provide feedback to all training participants

- Provide feedback to all participants by sharing the improvements being made on training delivery based on their feedback; in order to recognise their contribution

## 4. Pilot a second run of the training session

- Conduct a second run of the training session with a participant from the former session to test out the changes and improvements
- Seek continuous improvement to conduct a seamless virtual training session



# Appendices

Guiding questions



Tips



Case studies





# Guiding questions for a transition to virtual learning



**Question 1: Review training goals and training needs analysis; what are the important training priorities for this year?**

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**Question 2: Can the learning materials be converted to online learning materials and delivered through virtually by ourselves?**

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**Question 3: Based on our work culture and employee schedule, what is the best way to conduct virtual training?**

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**Question 4: What are the resources available? Which technology platforms can support virtual training?**

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**Question 5: How to seek buy-in from business leaders and top management to invest resources in virtual training?**

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**Question 6: Identify experienced training facilitators to provide feedback on effectiveness of training structure and programme.**

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# Tips for conducting virtual learning



## 1. Keep the content focus

- Create bite-sized and simple learning content
- When delivering a virtual training, do not exceed 90 minutes as duration
- Conduct an action-oriented workshop
- Give participants a few days to assimilate learning content

## 2. Prepare engaging learning activities by using technology tools

- Make use of available technology tools to conduct lessons in a lively and engaging manner (e.g. virtual whiteboards, quizzes, live surveys and polls)
- Technology can help to maintain good interaction and a culture of collaboration during training

## 3. Maintain participant's energy

- Maintain a short duration of training delivery as it affects participant energy and engagement levels
- Allocate time for breaks so that participants can get re-energized to continue the training



# Tips for conducting virtual learning



## 4. Keep it human

- Humans tend to rely on visual cues to maintain focus, trust and engagement
- Remind participants to turn on their camera and build in interactive activities
- Ask people to input comments and be ready to ask questions to get a response

## 5. Enable participants towards success

- Let participants know of any housekeeping rules during training (mute mic, mobile phone etc)
- Build in time for introduction and ice breaker activities
- Explain course outline and expectation to achieve
- Brief them technology tools to be used during training

## 6. Build in team activities

- Consider learning objectives before splitting participants into groups
- If activities involve creativity and innovation, teams with large numbers may be preferred
- If activities involve learning insights, individual assignment or pair work is generally more effective





# Case study on virtual learning journey



## THE CHALLENGE

Company ABC used to offer a 3-day workshop series for its leaders on financial and commercial acumen. Due to challenges posed by Covid-19 the workshops were cancelled as they were conducted face to face in one central location. Company ABC has been postponing the workshop since the start of the year and it was challenging to predict when things would get back to normal to resume these workshops. This workshop series is critical to the company performance, especially as it repositions itself post pandemic.



## THE SOLUTION

Company ABC's HR department designed a plan to convert the 3-day face to face workshop into a 2-month program using blended learning techniques. The programme involved a combination of e-learning, multiple bite-sized online sessions of 3 hours facilitated by a moderator, project work & assignments in between sessions for practical application. The programme was converted to 100% online and the cohort size was maintained at 20 leaders. As a result, the revised programme could be launched in Q4.



## THE RESULT

Through the revised online program, Company ABC was able to train many more leaders than was previously possible. The new format also maximized the opportunities for staff across geographical locations to connect and encourage wider use of social media.

Costs of delivery had been reduced, as it replaced an intensive 3-day workshop with all the associated costs and logistical challenges that accompany it.

The blended approach and the breaking up of materials into short focused modules have made it much easier to comprehend and absorb the learning. It also provided better assimilation as the participants could apply their learnings on-the-job between sessions.

Company ABC's senior management team were highly appreciative of their HR department's efforts and initiative.



# Sources

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- KPMG. (2020, April 22). COVID-19: Delivering learning and development to employees.  
<https://home.kpmg/au/en/home/insights/2020/04/coronavirus-covid-19-delivering-learning-and-development-to-employees.html>



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Thank you