POST COVID-19
PLANNING TOOL

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The current crisis has caused many businesses to rethink their strategies and tactics. There are winners and losers, but it's hard to think of a company that will be unaffected.

As we all know, HR plans and strategies flow from the business strategy – so is it time to re-evaluate our HR plans based on the changed or changing reality.

When business circumstances are difficult, how can we encourage our business leaders to spend at least some time reflecting on what they have learnt and what needs to change in the future as a result?

The evidence from previous economic crises is that those who acted quickly, but surgically, fared best as they emerged.
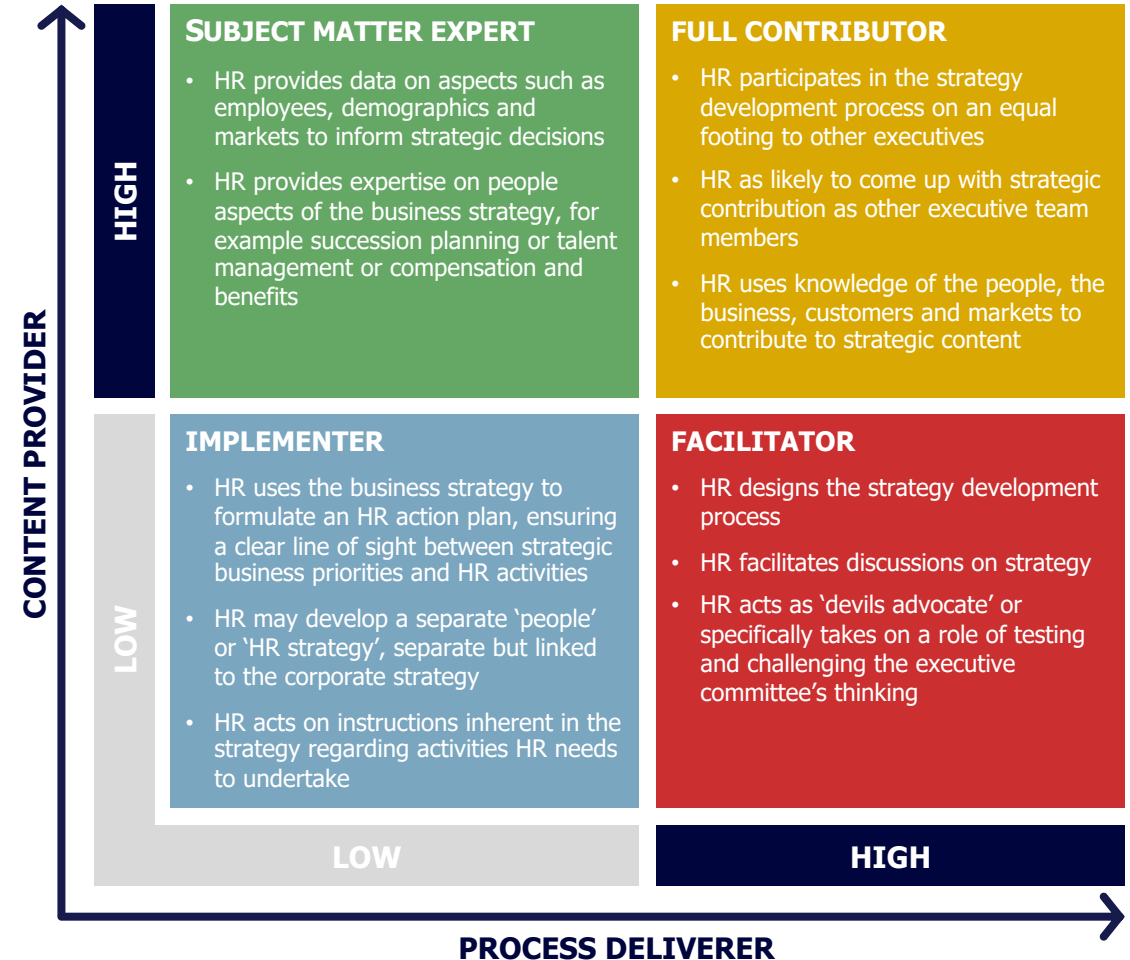
This planning tool adapted for your business environment will help you capture the learning, rethink priorities, and create a re-prioritised plan to support recovery and future growth.

ROLE OF HR
IN STRATEGY FORMULATION

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Our research indicates that HR plays one (or a combination of) four roles in the business. (CRF, 2012, *Developing an Effective HR Strategy*).

HR's role in developing strategy differs depending on the organisation and factors such as the relative power of the corporate centre and business units, the maturity of organisational processes, the nature of the business, and the preferences of the CEO.

Regardless of the role you play, there is a need to support the business as it thinks about its priorities in response to the learning from the Covid-19 experience.

CONTENT PROVIDER

HIGH

SUBJECT MATTER EXPERT
- HR provides data on aspects such as employees, demographics and markets to inform strategic decisions
- HR provides expertise on people aspects of the business strategy, for example succession planning or talent management or compensation and benefits

FULL CONTRIBUTOR
- HR participates in the strategy development process on an equal footing to other executives
- HR as likely to come up with strategic contribution as other executive team members
- HR uses knowledge of the people, the business, customers and markets to contribute to strategic content

LOW

IMPLEMENTER
- HR uses the business strategy to formulate an HR action plan, ensuring a clear line of sight between strategic business priorities and HR activities
- HR may develop a separate 'people' or 'HR strategy', separate but linked to the corporate strategy
- HR acts on instructions inherent in the strategy regarding activities HR needs to undertake

FACILITATOR
- HR designs the strategy development process
- HR facilitates discussions on strategy
- HR acts as 'devils advocate' or specifically takes on a role of testing and challenging the executive committee's thinking

LOW   **HIGH**

PROCESS DELIVERER

THREE-STEP PROCESS:
DEVELOPING HR STRATEGY FOR POST-COVID-19 RECOVERY

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1. **How has the business strategy been affected by Covid-19?**
- i. What should the business be reviewing?
- ii. Where does HR need to show leadership?

2. **Does the current HR plan address these issues?**

3. **What are the new priorities?**

HOW HAS THE BUSINESS STRATEGY BEEN AFFECTED BY COVID-19?

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HOW HAS THE BUSINESS STRATEGY BEEN AFFECTED BY COVID-19?	WHAT SHOULD THE BUSINESS BE REVIEWING? (EXAMPLES)	WHERE DOES HR NEED TO SHOW LEADERSHIP?	CRF RESOURCES
• **Growth** – what are the revised forecasts for growth and profitability? How have these been significantly impacted by Covid-19?	• Productivity, cost reduction measures and business restructuring • Possible change in respective size of markets or product groups • Organisation design to reflect new business size and shape, priority markets/products/services • Organic/Inorganic growth strategies • Remuneration targets to align to new priorities	• OD thinking, restructuring, exits, hiring, reorganisation and organisation design, plus relevant data analytics • Ideas for new ways of working, cultural and contract implications • Change management & communications • Consultation and negotiations • Re-allocation of people between product groups or markets • HR support for review of business portfolio	• *Designing Adaptable Organisations for Tomorrow's Challenges* • *Scenario Thinking: Interview with Dr. Kris De Meyer* • *Strategic Workforce Analytics* • *Talent on the Move: Time for a Rethink?*
• **New product development and deployment** – how was it conducted in the crisis? Does the Covid-19 experience require a revised approach?	• What has been learned during the crisis and did this lead to more innovative thinking (including speed & processes)? • How can this be embedded going forward? • What implications does this have for business culture? • What has been learned from other companies (including in other sectors)?	• Facilitating 'lesson learned' review in management teams (and HR) • OD review of management of R&D, decision-making and organisation structure implications • Embed innovative behaviours in performance management/learning system • D&I actions to support innovation	• *No Mere Tinkering With Innovation*

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• **Digital Technology** – how was it deployed in the crisis?	• What has the business learnt about ways of working, routes to market and the use of digital technology? • Assess impact on scale, pace and permanence of change for customers, suppliers and employees	• OD support for review of sales force effectiveness, marketing distribution, employee engagement etc. • Facilitating 'lesson learned' review in management teams (and HR) • Reviewing and embedding positive working practices (flexibility, cost reduction) • Facilities review – office space, remote working etc.	• *Future Insight: Responding to Trends, Threats and Opportunities* • *The Future of Jobs, Work and Working* • *Harnessing the HR Technology Revolution*
• **Leadership** – how did it perform during the crisis? If the business strategy needs to change, how will it affect leadership capability?	• How did leaders respond to the crisis? What new and innovative practices were adopted? • Where did leaders struggle or fail during the crisis and how can we compensate for this in our leadership development/selection going forward? • How can we embed the lessons in business as usual?	• Facilitating 'lesson learned' review in management teams (and HR) • Review of leadership competencies based on learning • Leadership development interventions in critical areas (virtual learning) • Coaching/mentoring	• *Digital Disruption: Exploring the Implications for Leaders and Leadership Development*

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• **Risk** – did the risk assessment and mitigations stand the test?	• What did the business learn about risk and opportunity management during the crisis? How can this be embedded in business as usual going forward? • Do governance frameworks need to be reviewed?	• Facilitating 'lesson learned' review in management teams (and HR) • Should HR's role in risk and opportunity management change as a result of this experience? • Identifying new risks? • Review/creation of HR risk registers ref pandemic risk in the light of learning • Establishing crisis management teams and simulations	• *Managing the People Dimension of Risk*
• **Work, workforce, workplace**	• What did the business learn about ways of working during the crisis? • How did leaders continue to engage teams when working remotely? • Are there practices that have emerged that are beneficial to productivity, flexibility, and/or engagement? • Business culture – when under stress	• Facilitating 'lesson learned' review in management teams (and HR) • Reviewing and implementing changes to working practices to reflect learning from the crisis (working patterns, locations, engagement practices) • Reviewing and adapting HR technology to support more flexible or remote working • Facilitating discussion/ action on culture development	• *Employee Engagement: Current Practices and Practicalities* • *Future Insight: Responding to Trends, Threats and Opportunities* • *The Future of Jobs, Work and Working* • *Harnessing the HR Technology Revolution*

DOES THE CURRENT HR PLAN ADDRESS THESE ISSUES?

	EXISTING HR PLAN PRE-COVID-19	CONCLUSIONS	ACTIONS
Remains critical or increased importance post Covid-19 **DO MORE**			
Is less important or no longer relevant post Covid-19 **DO LESS OR STOP**			
Required addition to reflect Covid-19 **ADD**			
Requires further analysis **REVIEW**			

REVISED HR PLAN

HR STRATEGIC PRIORITY	PLAN SUMMARY	OWNER	CUSTOMER	TIMING	METRICS
1					
2					
3					
4					
5					
6					

From this summary document, produce detailed plans for each according to need.

HR PLAN PRIORITISATION

Typically we will identify too many plan elements – use this matrix to prioritise.

ADDED VALUE

HIGH

LOW

EASY

HARD

EASE OF IMPLEMENTATION