

# People Puzzles Webinar

04<sup>th</sup> June 2020

# Who's who on today's webinar



**Ally Maughan**  
**Founder**



**Joanna Ramsdale**  
**Regional Director**  
**- Midlands**

We are a team of 60 board level People Directors, working with around 200 clients across the UK delivering transformational people plans



Today's  
webinar

# Leading your mid-tier business in the new normal

New  
Phases

Most businesses are  
experiencing  
unprecedented and  
rapid change.

# The Changing Phases

Changing  
Phases

Each one is different to the pre-COVID world.  
We can't go back, only forward.

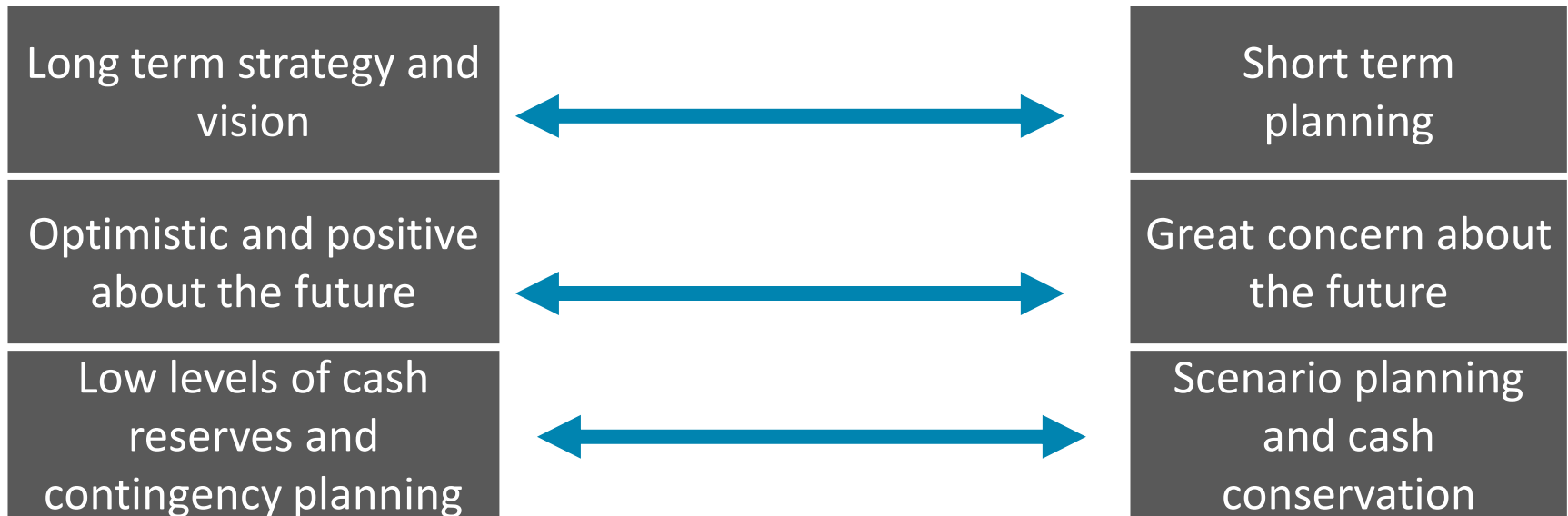


# The Work Impact Continuums

Change  
Continuum

# 1. Business Planning focus

Get your focus back on long-term, with realistic and optimistic scenarios



Lockdown, business loans and furlough required rapid changes and quick decisions. The speed of decision making has already slowed, enabling business leaders to start thinking more strategically again.



## 2. Access to Prospects & Customers

The  
Continuums

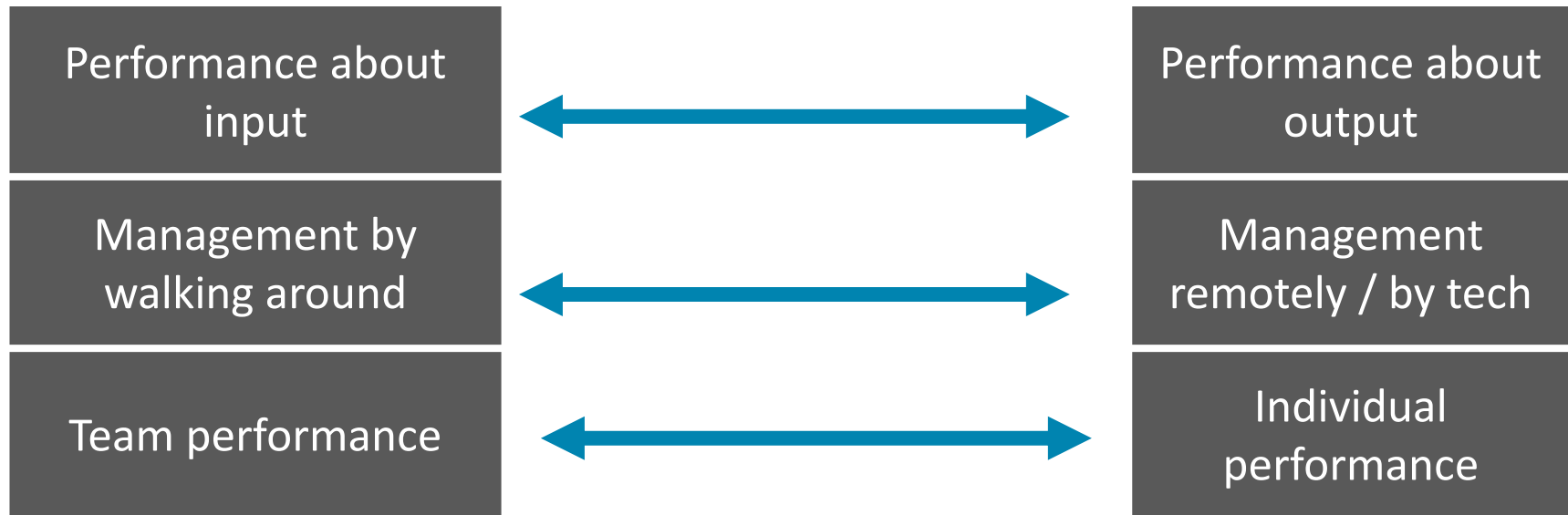
How can you take advantage of and prepare for a year of online sales?



Many businesses have relied on doing deals face to face and are now exploring online prospecting and selling for the first time. If businesses can get messaging right and make selling online work, it could have hugely positive impacts for the long term.

# 3. Leading and managing our teams

Inspiring the team to keep at it in difficult situations



Many managers have relied on watching input and being present to assess their team's performance. That has all changed while working remotely, and agreed outputs are more important than ever. Management attention has shifted, and not everyone is equipped well to manage remotely or in a different way.

# The unsettling nature of change

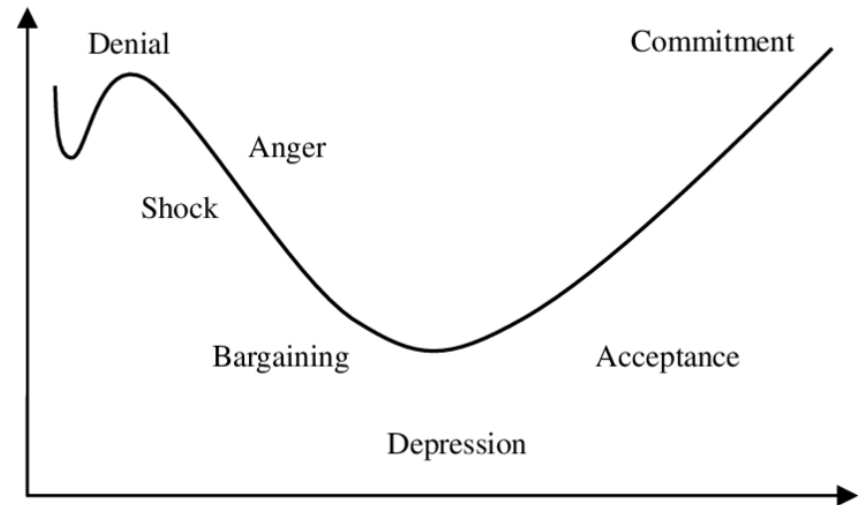


# The Complexity of Change

Change

**It isn't often that this much change happens this quickly.**

- Every business is moving through these COVID phases and at each point has/is/will amend working practices.
- Every individual in our business is going through dramatic life changes: work, furlough, family life, home schooling, distance from friends, change to routine, isolation.
- The Kuebler Ross change curve (1969) describes the emotions of change.

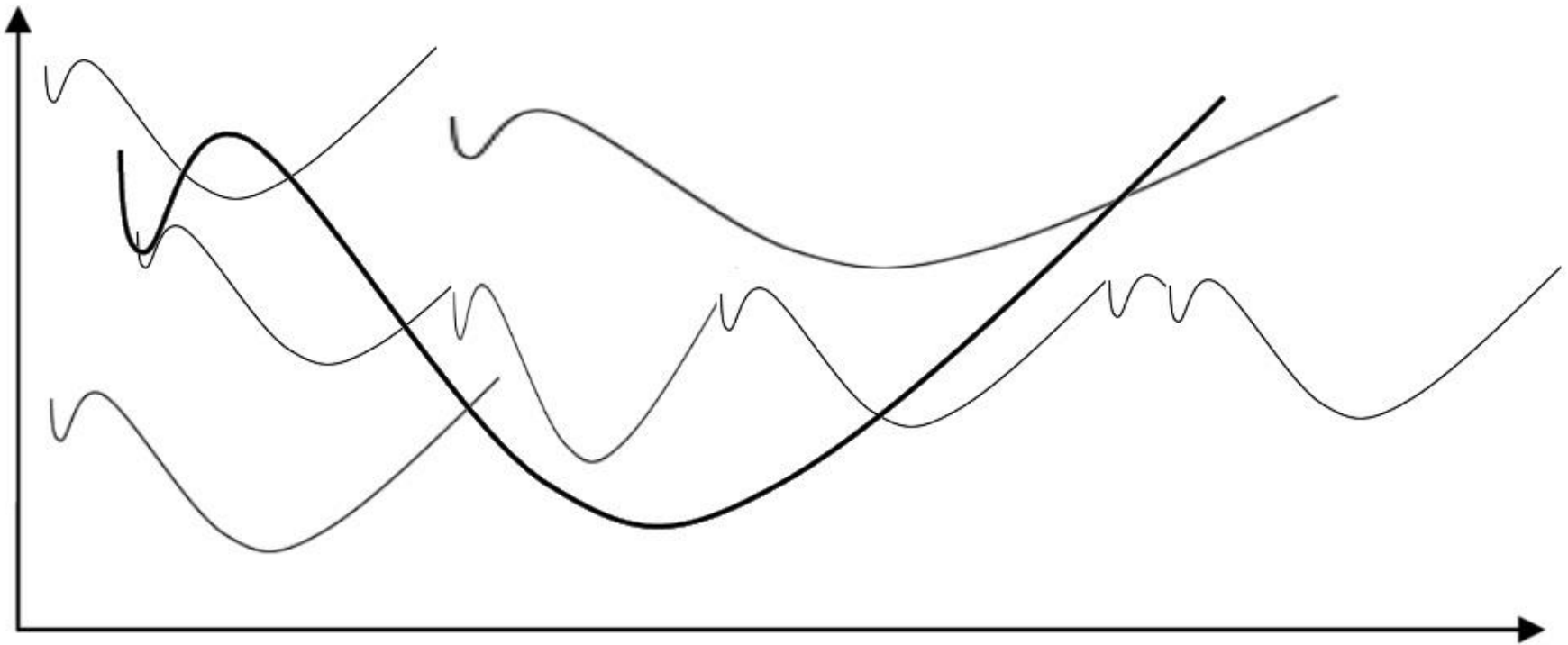


**And currently we are experiencing it in every area of our life at the same time.**


# Change during COVID-19

Change

**Both businesses and individuals are actually experiencing this:**



**We don't have the time to get used to change in one aspect of our lives, before everything changes again.**



# How should CEOs and business leaders respond?

# 4 areas of focus right now

The Focus

People working for you not against you has never been this important.

## Fixing tricky people issues

Furlough, reopening, fixed salary costs, redundancy, org design, remote working, anxiety, social distancing

## Supporting Change

The one constant is high levels of change, as businesses and as individuals. Adjusting quickly is imperative.

## Enabling high Performance

We are going to need to do more with less: really focused, efficient and lean.

## Great Leadership & Personal skills

Resilient, adaptable, flexible, nimble, collaborative, reactive & tech-savvy are more important than ever.

# Build engagement & Communicate change well

- 1. Have a great business case** so that you are ready to explain what you are about to do and why.
- 2. Be ready to consult** – true consultation is about both sharing your ideas, and listening to the reactions from your team. It isn't a one way street.
- 3. Be clear about the major milestones of the change** – change is usually a journey, not an instant movement from one state to another. Most people want to be able to anticipate what the change will feel like, and imagine what is on the other side.
- 4. Be clear about what is not changing** – not everything will be different. What is going to stay the same on the other side?
- 5. Prepare a good communications strategy** – most people need to hear something 7 times before they really understand it. If a lot is changing rapidly, that means a lot of explanation, reminders, reasoning, communication channels and repeating yourself.
- 6. Once you are prepared, move with speed** as this will help to minimise disruption to the business and get the business to get on the new track quicker.
- 7. Consult again** either with groups of people or individual. It is very hard to anticipate all the impacts of a major change, so having a regular forum for solving problems will help everyone.
- 8. Get aligned with the new normal**, making sure that systems and processes fit with the new way of working, even through to reward systems.



# 4 ideas of future changes

The Future

What may be characteristics of the new normal as it settles?

## Work location

The ability to effectively WFH not only changes office requirements, it means work can be done from anywhere in the world. We are going more global, not less.

## Networking and Sales

If winning new clients can be done just as effectively online it has huge implications for the structure, cost and design of sales teams.

## Changing working patterns

Many workers have got used to flexibility and better work-life balance. Team structures, shift patterns and a desire for job security are all likely to change.

## Brilliant Leadership (from a distance)

As office teams continue to work remotely, the skills of leading a virtual, productive and effective team will become more crucial to business success.

# Practical Leadership Tips

The Future

1. **Be purposeful** - remind everyone regularly of the company's purpose and values and how these will endure
2. **Be inspiring** - share stories of resilience and winning, see crises as opportunity
3. **Be empathetic** - understand everyone is on their own journey and show you care
4. **Refocus the strategy and plan** – adjust your 3-5 year strategy to adjust for the new normal, have a clear in year plan including the detail of the quarter / “sprint” ahead
5. **Keep score (all the time)**, review a balanced set of KPIs across the business that shows how you’re doing against the strategy and plan
6. **Innovate** - adapt strategies, products and ways of working to win back share and performance
7. **Be clear, confident and calm** - create the mindset "we will get through this together"
8. **Encourage wellness** - look after yourself and give others the resources to be mentally tough - build psychological safety
9. **Lead with courage** - make the tough decisions for the medium and long term
10. **Balance action and reflection** - step back now and again and ensure decisions are based on facts and insight as well as intuition
11. **Ensure the Top Team is healthy and aligned to win together** - Rockefeller Habit #1 is Lead by example. “Great leadership takes place every day, in the smallest of ways.” Your team will be looking to you to model emotional intelligence, self-control, and empathy.

# Your Questions

# Thank you!

We are offering all webinar attendees a complimentary 30 mins with one of our team to discuss the issues raised. We'll be in touch to arrange this and will also forward the slides and recording from today.

Next weeks webinar: 11<sup>th</sup> June 2020

**Part time furloughs and how this could work for your business**

For ongoing Coronavirus impact articles specifically tailored to SMEs and mid-tier firms in the UK, read our blog articles:

<https://www.peoplepuzzles.co.uk/news/>

