



# Covid-19: Managing change and uncertainty through a connected workforce

Workforce strategy has become a key consideration for leaders across all industries as they join forces to fight Covid-19.

The virus affects both the personal and professional lives of employees across the globe—nations, organizations, teams and individuals are all adopting new practices to adapt to shifting circumstances.

For business leaders, the psychological and physical welfare of employees is the primary priority as they launch business continuity plans in an effort to ensure productivity. Relationships and communication will be key in avoiding disruption and building resilience for the future.

## NATIONS

The Luxembourg government has been proactive in passing a number of measures to curb the spread of the virus and support companies and workers across the country

## ORGANIZATIONS

Organizations in Luxembourg need to address the impacts of the crisis and find answers to questions such as:

- How can I ensure business continuity and company performance?
- How can I equip my organization to work remotely?
- How can I ensure that my organization and my teams are ready to work remotely?
- How can I get ready for future changes?

## TEAMS

A shift in attitudes and behaviors is also needed if teams are to respond to key challenges Managers and team members might also ask:

- How can I stay connected with my colleagues while working remotely?
- Which digital tools are the best to use when communicating with my team?
- What are the challenges virtual teams faced and how can we overcome them?

## INDIVIDUALS

Individuals may feel overwhelmed and struggle to deal with heightened emotions, set up a new routine or adapt behavior to the particularities of the situation. Employees may ask:

- What does my employer expect from me in this situation?
- How can I balance my professional and personal life while working at home?
- How can I forge high-trust relationships with my colleagues and clients?



# The 5 C's of Covid-19: a step-by-step guide to managing talent risk

An effective **business continuity plan** requires a connected, engaged and productive workforce. In the current situation, with large numbers of employees working remotely, we have tailored our KPMG talent risk framework to assist clients in identifying and assessing their level of talent risk across 5 key parameters. The framework is designed to support informed management decision-making when devising mitigation plans. Act today by giving an answer to the following questions:



## CHANGE AND CULTURE

- Have you developed a communication strategy to inform and update colleagues around the COVID-19 response?
- Have you considered how you will identify, address and measure resistance when working virtually during a prolonged period like COVID-19? Have you developed action plans?
- Have you put in place feedback mechanisms to ensure that leaders are aligned to current initiatives and efforts? Are leadership action plans developed and in place?
- Have you identified which changes are likely to become permanent and which will revert to pre-pandemic state?



## COMPLIANCE AND COST

- How much will it cost to run your workforce as you ensure business continuity?
- To what extent do you have contingency plans in place to manage staff absence due to COVID-19?
- If remote working is in place, what are the regulatory implications arising from COVID-19?
- Are your people able to comply with your regulated, or business critical, processes while working from home, e.g. are electronic approval processes in place?
- Are you planning to activate a hiring freeze during the COVID-19 period?



## CAPACITY

- Do you have a list of critical roles and activities?
- Are you able to map current resource availability to this list of critical roles and activities?
- Do you already have a short-term workforce contingency plan in place to address any gaps or unplanned needs that may emerge?
- Does your workforce plan include scenarios such as a pandemic?
- Do you have adequate technology infrastructure to respond in the time-frames customers require?



## CAPABILITY

- What are the skills and capabilities required to ensure your workforce operates effectively during the COVID-19 period?
- Do you have a short-term development plan for reallocating resources to address gaps and unexpected immediate needs?
- Have you identified people who are a top retention priority for the organization? Have you spoken with them during the COVID-19 period?



## CONNECTIVITY

- Do you already have a remote-working culture established in your company or does it need to be defined and communicated?
- Have you developed a revised working-from-home policy and considered a containment strategy for your offices?
- Can your IT Infrastructure support the adoption of remote working (full staff or taskforce identified) and provide adequate tools for connectivity to face COVID-19?
- Are you planning to accommodate new or flexible work arrangements to adapt to the constraints of COVID-19 restrictions?
- Is there a structured plan to promote the well-being of employees and protect productivity while embracing large-scale adoption of remote working?

# Preparing for tomorrow by creating a connected workforce today

COVID-19 will probably change our businesses and society in important ways. Organizations and institutions need to plan and get ready for future economic crises and additional epidemics.

Once the questions on the previous page are tackled, HR practitioners can work towards finding an opportunity in the current situation to prepare for future unpredictable challenges in order to thrive in an uncertain and changing world.



## CHANGE AND CULTURE

- Drive a culture of collaboration
- Build leadership capabilities to manage agility and ambiguity in the future
- Conduct social network analysis
- Create a change and communication strategy adapted to these situations



## COMPLIANCE AND COST

- Review and reallocate resources across high demand area
- Draft new policies to balance employee costs and business continuity
- Evaluate incentive plan performance goals
- Evaluate virtual employee compliance



## CAPACITY

- Review the workforce capacity expectations
- Review workforce need with your critical customers, if applicable
- Assess and adapt your technology infrastructure to be ready from day 1
- Map the critical roles and activities identified and update it regularly



## CAPABILITY

- Provide remote mentoring and knowledge transfer
- Support the rapid re-skilling of the workforce
- Define build, buy and borrow talent strategies
- Create agile models so that ramp-ups ramp-downs can be easily managed



## CONNECTIVITY

- Build virtual connections as part of your talent strategy
- Analyze the impact of remote working on relationships
- Deploy virtual collaboration tools
- Deliver training and support materials for IT applications

## Contact us



### Sabrina Bonnet

Senior Manager - HR Advisory

**T:** +352 22 51 51 7293

**E:** [sabrina.bonnet@kpmg.lu](mailto:sabrina.bonnet@kpmg.lu)