

Back2Better

How the Chief HR Officers of the World's Largest Companies are Preparing for the Post-COVID Era

ABOUT THE WHITE PAPER:

The Back2Better White Paper is the output of multiple research sprints with more than 40 CHROs of very large, global organizations. Dr. John Boudreau led the research sprints in June, July and August of 2020, utilizing the Delphi technique.

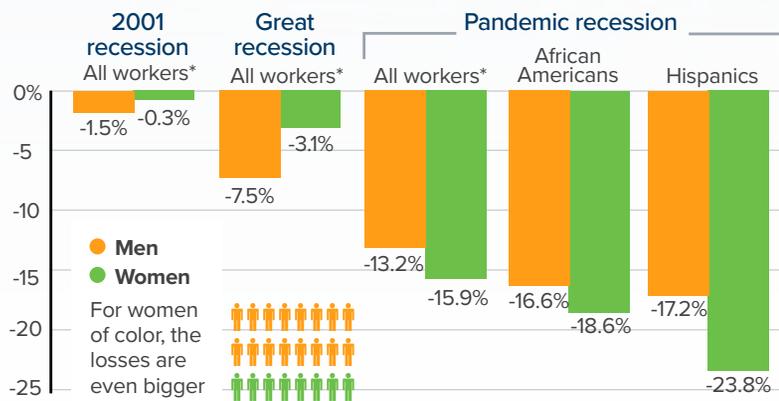
5 Major Themes of the Research and the Essential Actions CHROs are Taking Now

1 The Pandemic & the Economy:

CHROs are focusing intensely on diversity and inclusion as women bear the brunt of the economic pain.

It's a "she-cession"

Previous recessions have thrown many more men than women out of work. This time it's just the opposite.



* All nonfarm workers, seasonally adjusted
(Source: Christian Science Monitor, August 14, 2020)

4 Work and Workplace of the Future:

HR leaders are using crisis-induced "natural experiments" to establish cross-discipline collaboration between HR, Facilities and Finance to develop a shared understanding of the real costs and benefits of workspace, collaboration and flexibility.



2 The Organization of the Future:

HR leaders are building new organizational measures and systems based on examples of resilience and agility from the crisis.

Organizational Realities

New Realities

Organizational changes under COVID-19 that will most likely become permanent post-COVID. Example: Reduced business travel

Old Realities

Organizational practices suspended during COVID-19 that will be equally effective in a post-COVID world, and should return. Example: Co-located agile teams

Soft Realities

Organizational changes forced by COVID-19 that have produced positive outcomes, but will require real effort to maintain post-COVID. Example: Increased employee engagement and the de-stigmatization of use of mental health and well-being resources."

3 Leadership of the Future:

CHROs are highlighting the distinction between "wartime" and "peacetime" leadership and highlighting examples from the crisis that illustrate the optimum balance.

Leadership skills CHROs identify as most important post-COVID:

- Change management
- Compassion
- Dealing with ambiguity and stress
- Focus
- Speed of decision making
- Collaboration
- Resilience
- Empathy

5 The Worker of the Future:

"Workers have found their voice. They will speak up when companies aren't living their values. They will demand companies do more." - Europe-based packaged goods CHRO.

CHROs on Future Employee Value Proposition Priorities:"

- Safety
- Security
- Well-being
- Equality
- Flexibility
- Work-life balance
- Values
- ESG [Environmental, Social and Governance]