

# Changing Role of Leadership post Covid-19

# Introducing some ideas on Leadership

# The changing role of leadership – post Covid-19

- The unexpected and devastating Covid-19 pandemic has challenged senior leaders in all organisations in how to respond effectively to it. In the short term some employees may have been laid off or furloughed, and operations and facilities altered, but it is when those organisations are returning operationally after the lockdown eases that perhaps deeper and more strategic changes will be needed, in order to survive and prosper in a more competitive and uncertain market.
- There has never been a greater need for good and effective leadership and management of employees. The management theory is clear but putting this into practice with remote/mixed team members, of all personality types, with changing advice from Government, whilst delivering on a manager's personal and team objectives, is challenging.
- Our research has concluded that effective leaders and senior managers will try to do these 6 critical things consistently:
  - **Leading:** building a vision, making the right decisions, being empathetic and building resilience
  - **Engaging:** staying in touch with the team, preventing over-work and ensuring the right digital technology
  - **Caring:** managing employee health & wellbeing, balancing workloads and acting ethically
  - **Working:** supporting improvement projects, working in an agile way and using digital tools
  - **Developing:** acting to develop employees for the future and motivating them to excel
  - **Shaping:** setting the right culture, ensuring adaptability, encouraging collaboration & teamwork.
- In summary, good management practice now must also consider leading a combination of on site and remote teams and coping with the volatile and uncertain post-lockdown market and competitive environment.

# Some ideas on a Leadership Model



LEADING



ENGAGING



CARING



WORKING



DEVELOPING



SHAPING

# Leading

# Leaders must lead...if they are to get followers



LEADERS MUST LEAD – SHOW DIRECTION AND VISION



LEADERS MUST MAKE THE RIGHT DECISIONS, SO EMPLOYEES HAVE CLARITY AND CONFIDENCE



DIFFICULT DECISIONS NEED TO BE MADE AND THE REASONS AND REASONING COMMUNICATED CLEARLY

# Leaders who are empathetic towards their employees and their stakeholders will be more successful



WITH A LOT OF CHANGE AND UNCERTAINTY AROUND NOW, GOOD LEADERS WILL EMPATHISE WITH THEIR EMPLOYEES'S INDIVIDUAL SITUATIONS BEFORE AGREEING ANY CHANGES OR PERFORMANCE GOALS

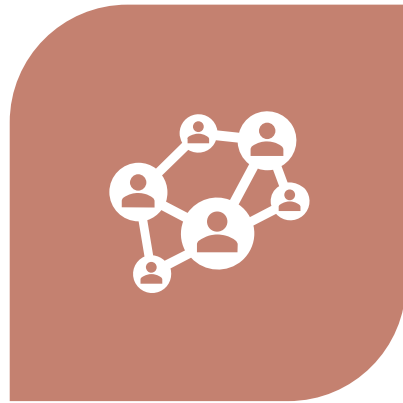


GOOD LEADERS WILL MAINTAIN GOOD RELATIONSHIPS WITH ALL THEIR STAKEHOLDERS, TO BE ABLE BETTER TO NEGOTIATE, PLAN AND MANAGE REQUIRED CHANGES WITHIN THE ORGANISATION



TEAM MANAGERS NEED TO UNDERSTAND THEIR SENIOR LEADERS' OBJECTIVES, CHALLENGES, CONSTRAINTS, AND THE BUSINESS OPPORTUNITIES AVAILABLE FOR LEADING THEIR OWN CHANGES WITHIN THEIR TEAMS

# Leaders showing commitment and dedication can improve organisational resilience in times of stress and uncertainty



BEING PRESENT AND OPEN IN THE FACE OF UNCERTAINTY GIVES EMPLOYEES A SENSE OF SECURITY AND CONFIDENCE THAT THEIR LEADERS KNOW WHAT THEY ARE DOING



ACTING AND BEHAVING AS THEY ARE ASKING THEIR EMPLOYEES TO ACT AND BEHAVE IS A HUGE CONTRIBUTOR TO CREATING RESILIENCE



LEADERS WHO CAN COACH AND FACILITATE, WHILST BALANCING THE NEED FOR GIVING CLEAR DIRECTION, CAN ACHIEVE MORE

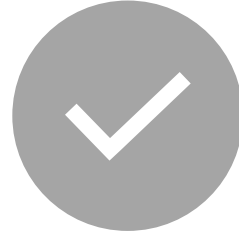


# Engaging

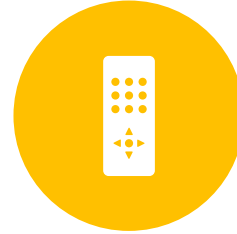
# Leaders who have successfully replaced MBWA and created their new water cooler will build team connectivity, cohesion and belonging



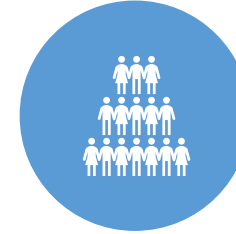
'MANAGEMENT BY WALKING ABOUT' ENABLED LEADERS TO TAKE THE PULSE OF THEIR TEAM AND INDIVIDUALS, AND WAS A KEY TOOL TO ENGAGE AND MANAGE THE TEAM



OBSERVING BEHAVIOURS, BODY LANGUAGE AND ENERGY ALL HELP LEADERS BUILD UP AN INFORMAL PICTURE OF HOW THE TEAM IS DOING AND COULD ALL BE ASCERTAINED READILY IN OLD WORLD OFFICE ENVIRONMENT



WATERCOOLER MOMENTS ENABLE LEADERS TO ASSESS INDIVIDUAL'S MOODS, IRRITABILITY, STRESSES AND GENERAL Demeanour



WHAT IS TODAY'S EQUIVALENT?  
THE EFFECTIVE REMOTE EQUIVALENT TODAY IS LIKELY TO BE BESPOKE, DEPENDENT ON TEAM DEMOGRAPHIC, SECTOR AND OPENNESS TO CHANGE



CREATING THE RIGHT MBWA AND WATER COOLER WILL ENABLE LEADERS TO BUILD TEAM CONNECTIVITY, COHESION AND BELONGING – OR RISK LEAVING PEOPLE BEHIND

# Leaders who know that some employees will be over-working will agree norms and expectations to limit stress and burnout



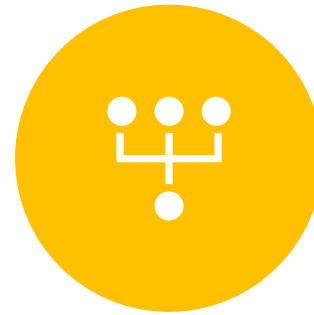
DAILY/PERIODIC COMMUTE OFTEN PROVIDES BACKGROUND THINKING TIME AND/OR OPPORTUNITY TO CATCH UP ON DOMESTIC ACTIVITIES

WHAT IS THE WFH EQUIVALENT?



SMOKING AREA AT WORK PROVIDES EXCUSE FOR PERIODIC 10 MINUTE BREAKS DURING THE DAY, HELPING TO MAINTAIN EFFICIENCY

WHAT IS THE WFH EQUIVALENT?



OLD WORLD: LEADERS CAN ALSO DIRECTLY INFLUENCE THE WORK ENVIRONMENT (OFFICE SPACE/AMBIENCE/TEMPERATURE/ NOISE/AIR CON/TEA, COFFEE FACILITIES)

HOW DO YOU MANAGE THE REMOTE/WFH EQUIVALENT?



AS A LEADER, HOW DO YOU MANAGE 'VIRTUAL PRESENTEEISM', WITH A CREEPING CULTURE OF LONGER WORK DAYS, FEWER BREAKS AND EXPECTATION OF BEING AVAILABLE 24/7?

SET REASONABLE EXPECTATIONS

# Leaders who use digital channels to listen to their people can promote well being



LEADERS NEED TO LISTEN AND HEAR WHAT THEY ARE BEING TOLD BY CREATING THE RIGHT DIGITAL ENVIRONMENT – USE THE TELEPHONE



GIVING GUIDANCE ON WHERE WORK ENDS, AND PLAY STARTS, IN THE DIGITAL WORLD PROMOTES A GOOD WORK LIFE BALANCE



PROVIDING A CONFIDENTIAL COMMUNICATION CHANNEL FOR EMPLOYEES CAN PROTECT AND GUARD AGAINST 'WORKPLACE BULLYING'

# Leaders who invest in employee engagement need to have a digital vision



LEADERS NEED TO DETERMINE THE TECH AND CYBER STRATEGY FOR THEIR NEW ORGANISATION



VISIONARY LEADERS NEED TO ASSESS THE IMPACT OF DIGITAL TECH ON THEIR PEOPLE AND WHAT IS IMPORTANT TO THEM



ENGAGED EMPLOYEES CAN FOCUS ON WHAT IS RIGHT AND WORK ON PRIORITIES RATHER THEN WORRY ABOUT THE TECHNOLOGY

# Caring

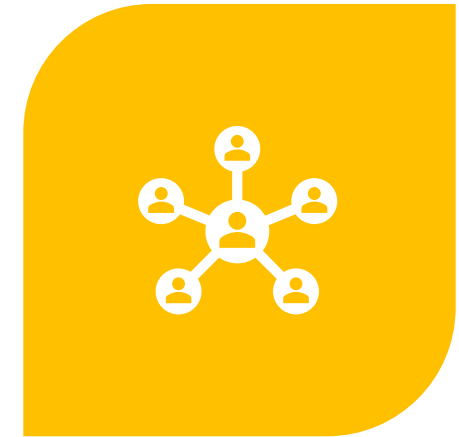
# Leaders are being judged by their response to health and wellbeing



TRUST IS BUILT UP WHEN LEADERS PROACTIVELY  
MANAGE THE PHYSICAL AND MENTAL HEALTH OF  
THEIR EMPLOYEES

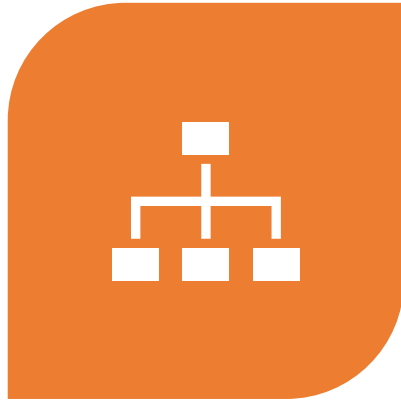


LEADERS WHO INVEST IN THE WELL BEING OF THEIR  
PEOPLE CREATE A GREATER SENSE OF VALUE AND  
LOYALTY

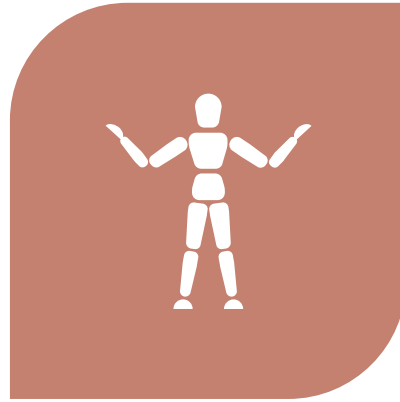


'CARING' FOR EMPLOYEES CREATES A STRONGER  
RELATIONSHIP AND INCREASES MOTIVATION

# Leaders who balance workloads with their people will increase motivation



LEADERS NEED TO SPOT WHERE EMPLOYEES ARE FEELING UNDUE PRESSURE PARTICULARLY WHERE THE WORKLOAD STAYS THE SAME BUT SOME OF THE TEAM ARE ON FURLOUGH



AVOID THE MANUFACTURING CONCEPT OF "SWEATING THE ASSETS" AS THIS MUST NOT NOW APPLY TO PEOPLE



AGREE CORE WORKING HOURS AND PATTERNS THAT TEAMS AND ORGANISATIONS CAN WORK TO AND MANAGE



# Leaders who take an ethical approach to work and the workplace create trust where employees are prepared to 'go the extra mile'



LEADERS THAT ARE SUPPORTING THE ENVIRONMENT AND SUSTAINABILITY ACHIEVE GREATER ENGAGEMENT FROM EMPLOYEES



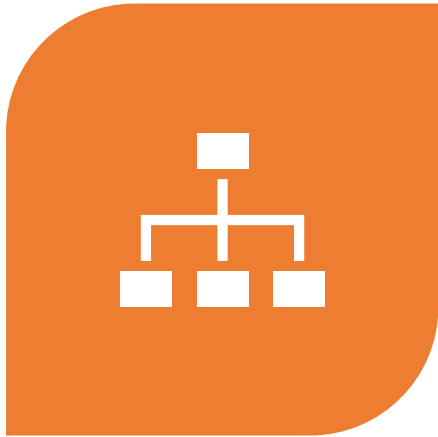
WHERE THE DIGITAL STRATEGY ERODES THE WORKFORCE AND REQUIRES SKILL CHANGES LEADERS NEED TO TREAT EMPLOYEES WITH RESPECT AND DIGNITY



COMMUNITY SUPPORT AND VOLUNTEERING ARE CONTRIBUTORS TO LOYALTY AND RETENTION

# Working

# Leaders need to support new operational improvement and business change projects which impact their teams



WITH SEVERAL BUSINESS CHANGE PROJECTS NOW UNDERWAY TO IMPROVE THE ORGANISATION'S COMPETITIVENESS, WISE LEADERS WILL TAKE THE LONG-TERM VIEW AND SUPPORT THESE WHEN REQUESTED, EVEN IF THIS MAKES THEIR JOB HARDER IN THE SHORT TERM



MANAGERS NEED TO UNDERSTAND THE CHANGE PROJECTS AFFECTING THEM AND THEN EXPLAIN TO THEIR TEAMS WHY THEY SHOULD SUPPORT THEM, AND THE BENEFITS THAT WILL ACCRUE TO THEM AND TO THE ORGANISATION



THEY WILL THEN AGREE WITH THEIR EMPLOYEES HOW THEY CAN SUPPORT THESE PROJECTS, WHO WILL BE SECONDED INTO THEM, AND HOW THE REST OF THE TEAM WILL DEAL WITH THE SLIGHTLY INCREASED WORKLOAD FOR A TIME, WITH THE MANAGER'S ACTIVE SUPPORT

# Leaders should help ensure that their part of the organisation can respond in an agile way to change



HELP THEIR EMPLOYEES UNDERSTAND AGILE AND WORK IN THIS WAY WHEN REQUIRED



UNDERSTAND WHAT FLEXIBILITY THEY HAVE, TO SUPPORT THEIR TEAM'S AGILE WORKING



USE AGILE APPROACHES TO REVIEW THEIR OPERATIONS AND DRIVE IMPROVEMENT ACTIVITIES

# Digital Strategy enables the new ways of working



DIGITAL MUST NOW DRIVE EMPLOYEE, CUSTOMER  
AND SUPPLY CHAIN RELATIONSHIPS



ARTIFICIAL INTELLIGENCE AND MACHINE LEARNING  
ARE USEFUL ALTERNATIVE APPROACHES



ROBOTICS AND AUTOMATION IMPACT THE WHOLE  
WORKFORCE AND CHANGE WAYS OF WORKING

# Developing

# Leaders will find effective ways to develop their employees to excel, both now and in the future



CAREFULLY ASSESS EACH EMPLOYEE MEMBER'S  
DEVELOPMENT NEEDS



FACTOR IN THE LIKELY FUTURE SKILLS NEED OF  
THE ORGANISATION



PLAN AND AGREE WITH EMPLOYEES WHAT  
DEVELOPMENT ACTIVITIES THEY WILL DO AND BY  
WHEN

# Leaders will find effective ways to motivate their employees to excel during this volatile & challenging time



EXPLAIN THE NEW VISION



BE VERY CLEAR ABOUT TEAM GOALS, PRIORITIES,  
RESOURCES AND DECISION-MAKING



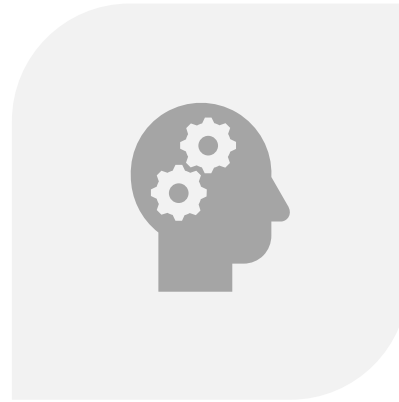
LEARN WHAT MOTIVATES EACH EMPLOYEE MEMBER,  
SINCE THIS WILL DIFFER



# Leaders who adopt a coaching style and develop a coaching culture will improve business performance and commitment



COACHING NEEDS TO BE IN THE 'TOOL KIT' OF ALL MANAGERS AND LEADERS IN THEIR APPROACH TO MOTIVATION AND DEVELOPMENT



COACHING IS ONE OF THE MOST EFFECTIVE WAYS TO DEVELOP YOUR PEOPLE AND TO BUILD THEIR SKILLS, CAPABILITIES AND BEHAVIOURS



A COACHING CULTURE IS NOT A 'SOFT' CULTURE BUT CREATES A POSITIVE AND PROACTIVE WAY OF DEALING WITH CHALLENGES AND THE MAKING OF TOUGH DECISIONS

# Shaping

# Culture is set by leaders, and is a strong determinant of managing change and organisational uncertainty



ORGANISATIONS THAT BELIEVE THAT INDIVIDUALS AND TEAMS LEARN FROM MISTAKES HAVE A MORE LOYAL AND TRUSTING WORKFORCE



CHANGE SCENARIOS ARE OPPORTUNITIES TO LEARN AND IMPROVE



ORGANISATIONS THAT ARE FLEXIBLE AND ADAPTABLE ARE USUALLY MORE RESILIENT

# Effective leaders understand and encourage collaboration and team working



LEADERS NEED TO PROVIDE ACCESS TO INFORMATION, RESOURCES AND SOCIAL NETWORKS TO ENCOURAGE COLLABORATION



INSIGHT INTO TRAINING AND DEVELOPMENT THAT ENCOURAGES TEAM WORKING IS A KEY PRIORITY FOR LEADERS



DECISION MAKING NEEDS TO BE TRANSPARENT AND EFFECTIVE IF EMPLOYEES ARE TO FEEL CONFIDENT TO FOLLOW THE LEADER

# Leaders creating resilience in their organisations post Covid-19 will learn and prosper



LEADERSHIP TODAY REQUIRES A CLEAR VISION, CLARITY AND INSPIRATION WHICH PROVIDES DIRECTION AND ENCOURAGES INNOVATION



LEADERS NEED TO BE VISIBLE, HEARD AND TRUSTED USING TECH, TELEPHONES AND EMAILS TO COMMUNICATE WITH INDIVIDUALS AND TEAMS



COMMUNICATIONS NEEDS TO BE REGULAR, TRANSPARENT AND DELIVERED WITH AUTHENTICITY – ENCOURAGING 2-WAY DIALOGUE

What conclusions can we draw

# The changing role of leadership – post Covid-19

- The market environment for the rest of 2020 is likely to be more volatile, with reduced or changed demand than before, and increased competition, requiring further strategic and operational change and improvement across each organisation. This requires senior leaders to be excellent communicators, team players and managers, whilst also having to make lots of difficult decisions about change
- Our research has concluded that effective leaders and senior managers will try to do these 6 critical things consistently:
  - **Leading:** building a vision, making the right decisions, being empathetic and building resilience
  - **Engaging:** staying in touch with the team, preventing over-work and ensuring the right digital technology
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- Whilst employees have had to adapt and learn new ways to work and be productive, so too have their managers and leaders.

# 3 key 'calls to action'

Great leaders must now consider leading and motivating a mixture of remote and on-site teams and how to foster teamwork and comradery .

They will need to communicate a clear vision and way of working to manage the volatile and uncertain post-lockdown market and competitive environment.

We believe there are 3 key calls to action:

1. Urgency – respond to the market and competitive changes with sensible adjustments across the organisation and their teams
  2. Remote working – master how to do this effectively and how to lead, motivate and care for their remote staff
  3. Agility – collaborate effectively with peers, staff and other stakeholders to try to make their organisation less bureaucratic and more agile.
- Whilst employees have had to adapt and learn new ways to work and be productive, so too have their managers and leaders.
  - Leaders that think this through will do a better job for their organisations and teams, and for their collective health and well being, in these complex and ambiguous times.