

Into, Through, and Out of the COVID Tunnel

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Crisis Events and HR's Ascension with the Board

- Dot-Com Bust/Scandals -> Executive Pay
- HP CEO Failures -> CEO Succession
- Uber/Nike/Wells Fargo -> Culture
- COVID-19 -> Crisis Management

- What will we learn from this?



COVID and HR

- Into the Tunnel – See it coming and preparing to make decisions
- Through the Tunnel – Decision made for how to manage
 - Reactive – decisions in the moment aimed at addressing the current situation
 - Proactive – decisions aimed at preparing for the future outside the tunnel
- Out of the Tunnel – Repositioning the Organization



Photo by [Modestas Urbonas](#) on [Unsplash](#)

Into the Tunnel – Leader Character Revealed?

- Reveals Leaders True Selves
- The Good
 - Problem Solvers
 - Valuing People
- The Bad
 - Selfish/Greedy
 - Uncaring regarding EE safety

Through the Tunnel

- Communications with Employees
 - Speaking to
 - Hearing from
- Communications with Furloughed/Layoff/former employees
 - Depression, Anxiety, substance abuse, suicide, etc.
 - Meaning/Purpose
 - Identity
 - Community
- Self Care
 - Family
 - Network
 - Health



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I told my wife how
thankful I was to have
someone I enjoyed
being quarantined with.

She said "must be nice."

Out of the Tunnel: Learnings from COVID Crisis

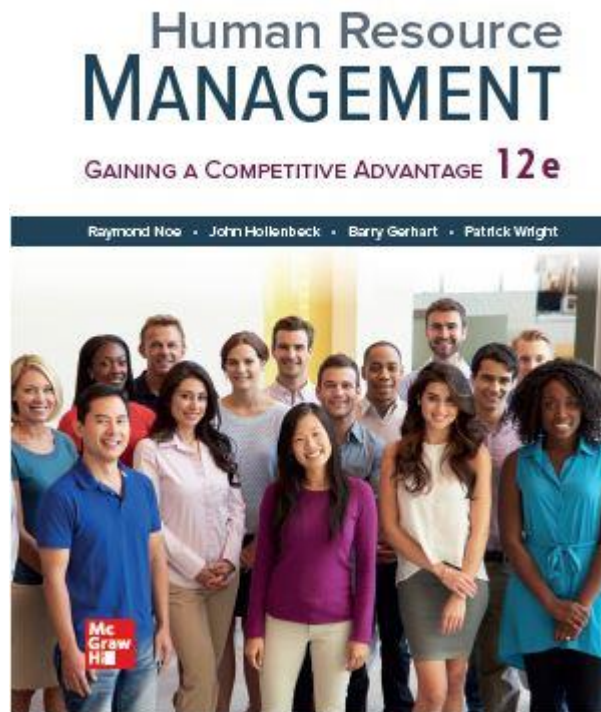
- Technology Changes Everything – Makes us Question Assumptions
 - Women Leaders
 - Working from Home
 - Efficient tasks
 - Interviewing
 - Large Lecture Classes
- Leaders Emerge from Crisis
- Organizations that Care will Suffer then Thrive
 - Will your EVP be transactional or relational?



Covid and the HR Curriculum

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Covid and the HRM Curriculum



- Competitive Advantage
- HR Environment
- HR Acquisition and Preparation
- HR Assessment and Development
- HR Compensation
- HR Special Topics

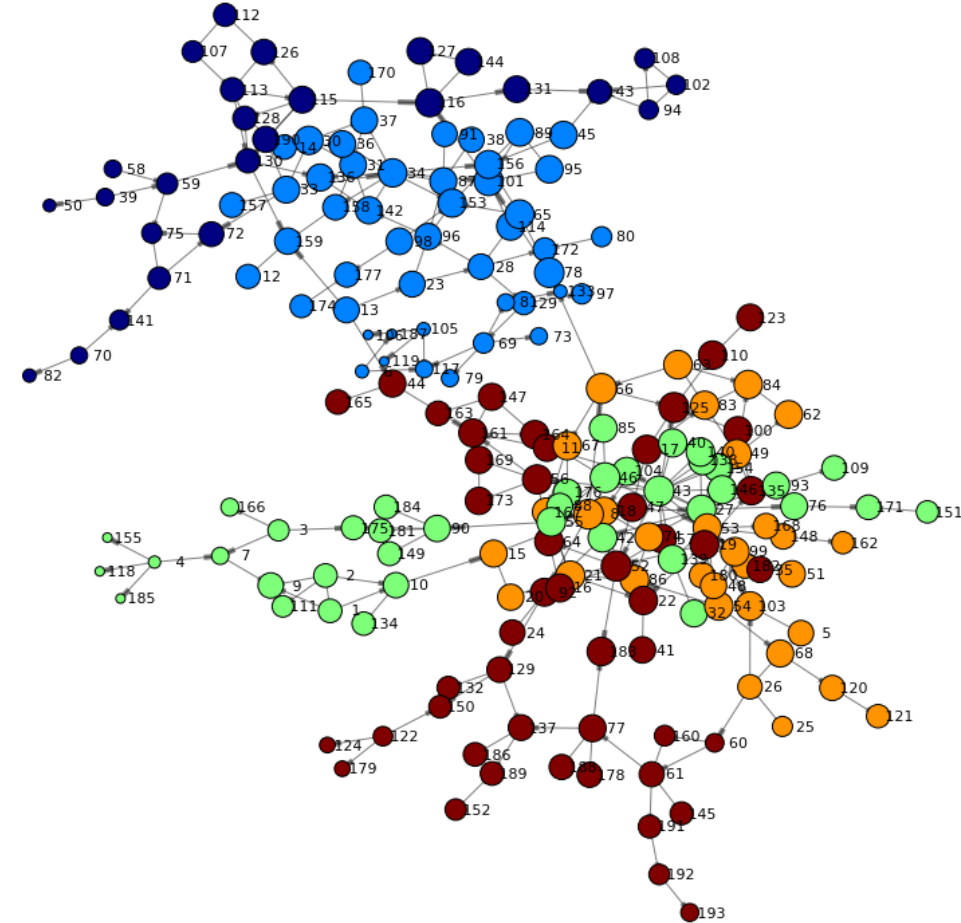
Competitive Advantage and the HR Environment

- The Lack of HR Playbook
 - Threats & Opportunities
 - Identity and Self-Expression
- Rethinking HR Offshoring
 - Globalization Backlash
 - Resiliency and National Security
 - Example: Apple and China



HR Preparation and HR Development

- Testing, Tracing and Treating
 - Lessons from Public Health
 - Wellness and Respiratory Health
 - Example: State of Massachusetts
- Enhanced Remote Working Skills
 - Teamwork and Team Size
 - Broadcasting & Multiteam Systems
 - Example: FRIB



HR Compensation and Collective Bargaining



- Work versus Unemployment
 - The Raise: \$378 to \$978 a week
 - Loan Forgiveness Requirements
 - Example: Hoffman Car Wash
- Union Drives & Public Relations
 - Supply, Demand and Power
 - Example: Amazon
 - HR Identity as Self-expression

Thanks!

If you have any questions, please
feel free to contact either one or
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