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Advocacy. Tailored Insurance Solutions. Peace of Mind

Managing the New Norm

Nurturing a Virtual Culture

Today's Lingo

- Things are *fluid*
- We need to *pivot*
- There's a *silver lining*
- Employees are *WFH*
- The *new normal*

> The 'New Normal' is the current state of being after some dramatic change has transpired. What replaces the expected, usual, typical state after an event occurs. The new normal encourages one to deal with current situations rather than lamenting what could have been.

Urban Dictionary

Today's Speakers

Mim Minichiello
President, Employee Benefits

Andrea Goodkin, SPHR, SHRM-SCP
EVP, HR Consulting Services

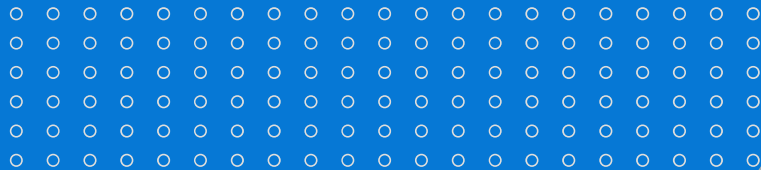**Philip N. Swayze, MS, CWPD**
Practice Leader, Health & Performance

Stacy Kuehler
SVP, National Director Employee Communication & Design

Michelle Jukoski
SVP, National Technology Practice Leader

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Supporting Today's Virtual Workforce while Evolving for Tomorrow's

Andrea Goodkin, SPHR, SHRM-SCP

# Balancing Optimism and Reality

- You must **maintain unwavering faith that you can and will prevail in the end**, regardless of the difficulties

- AND at the same time…

- have the discipline to **confront the most brutal facts of your current reality**, whatever they may be.

– Admiral James Stockdale

Social Support is Key

Manager's Role

Coach & Cheerleader → ← Overcome Adverse Business Conditions
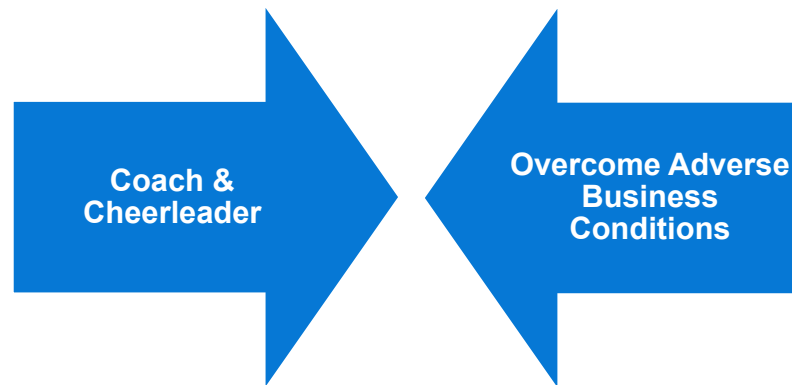
- Managers and businesses need to understand the importance of social support and develop communications and other support mechanisms to fill this need.

How Do We Get There?

Phase 1	Phase 2	Phase 3	Phase 4

People and Safety First

- Expand flexible work arrangements
- Reorganize teams
- Reallocate resources
- Establish well-being programs and policies for safe working

Communicate

- Produce communications that align with government and health authorities' policies
- Strike the balance between caution and a routine business mindset

Reshape People Strategies

- Reimagine a business-as-usual environment
- Minimize disruptions
- Maximize the use of government support programs

Prepare for Recovery

- Build resilience
- Prepare for the new normal
- Review and update business and people strategies

Organizations that operate with transparency and open communication have inherent advantages when events require quick actions to react and reshape.

Christopher Mack
EY Asia-Pacific Reshaping Results and EY Japan Restructuring Leader

Today's Basics

- Embrace Long-Term Crisis Management Mode

- Continue Regular Planning Meetings for COVID-19 Contingency Planning

- Upgrade Your Software—If it's not in the Cloud, Move it There

- Make Your Virtual Meetings Great

- Be More Efficient

- Increase Engagement

- Learn from the Challenge

Respect Remote

- Remote work has its advantages
  - Fewer traditional problems
  - Cultural differences seem less relevant
  - Hierarchy, communication or toxic culture issues have little to cling to
  - Individual well-being valued as highly as collective productivity
  - Able to focus on streamlining the business
 - Opportunity to focus on backed up tasks

Engaged Workforces Thrive

- Engaged workforces already have empowered work-from-home teams.

- Effective transformation to remote working can actually improve working practices

  - In other words, we should be doing these things already:

    - Prioritize and scrutinize to-do lists

    - Keep meetings as short as possible

    - Block off windows during which you are "on duty"

    - Set a proper work-life distinction

What Employees Need in Response to COVID-19

- 45% strongly agree that their organization cares about their overall well-being.

- 39% strongly agree that their employer has communicated a clear plan of action.

- 54% strongly agree that they feel well-prepared to do their work.

- 48% strongly agree that their immediate supervisor keeps them informed about what is going on in the organization.

Worry

Employees' Best Interests

Confidence

Gallup Workplace – March 23, 2020
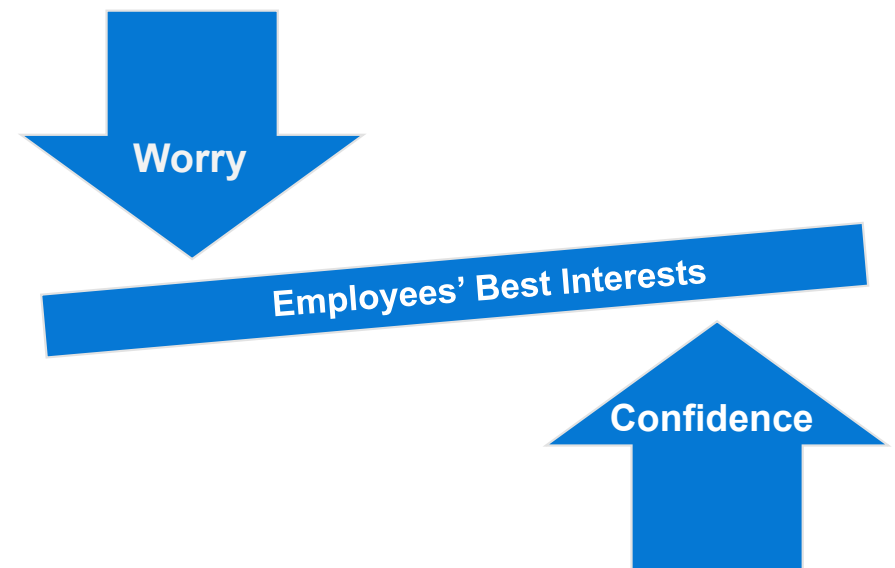
Rethink Performance

- Set expectations. Be specific.

- Adjust performance goals and feedback.

- Focus on short-term achievements.

- What ARE new expectations for the business, service, performance?

- Provide autonomy.

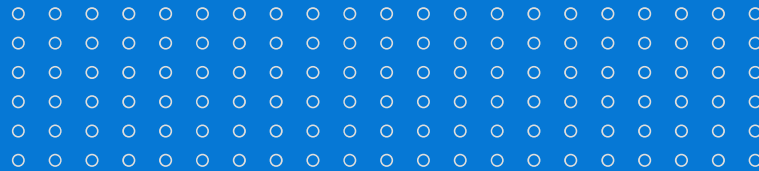- Be clear and create certainty.

It's a Marathon, Not a Sprint

- A solid training plan is what you need TODAY.

  - Make the commitment

  - Decide on a training plan

  - Invest in good running shoes

  - Don't ignore warning signs

  - Be flexible and make adjustments

  - Fuel your body

  - Embrace the pain

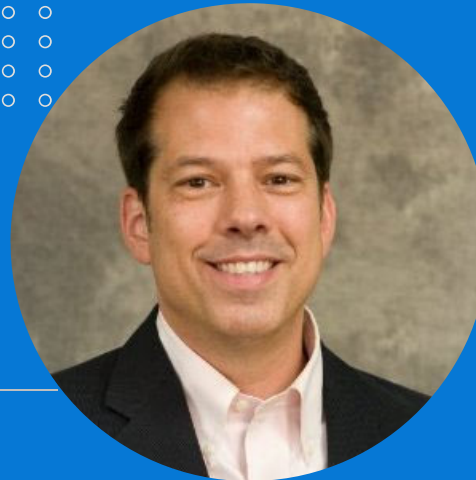 - Celebrate the incremental wins

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Reimagining Well-Being in 2020

Self-Care & Total Well-Being in the COVID-19 Era

Philip Swayze, MS, CWPD

Practice Leader, Health & Performance

Advocacy. Tailored Insurance Solutions. Peace of Mind

"

Start with the end in mind.

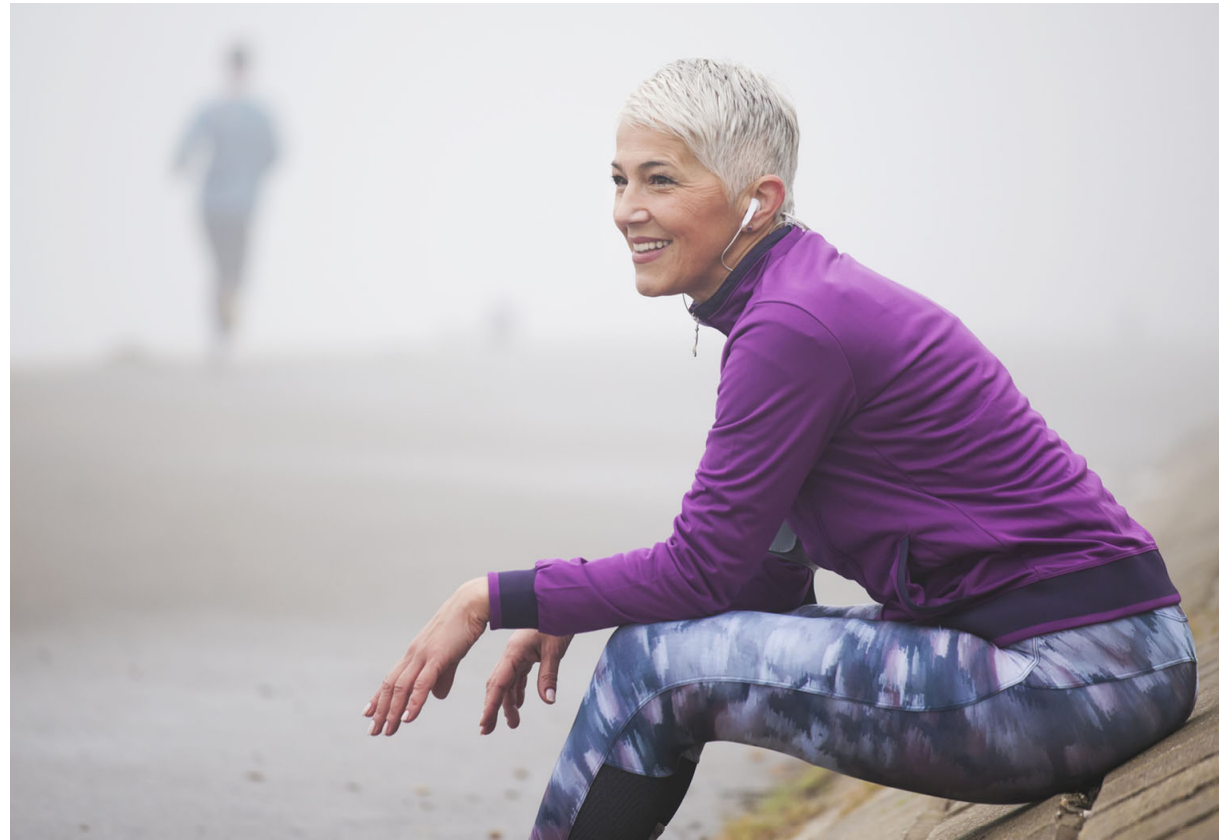**7 Habits of Highly Effective People – Dr. Stephen R. Covey**

"

# Healthy, Happy and Thriving with Personal Purpose

- The ultimate goal for employer well-being initiatives is to **create a culture that best supports employees** in being their best selves.

Let's Focus on What's Important

- **Maintain Social Connections**
  - Social connection improves physical health and mental and emotional well-being
- **Provide Security**
  - People need to feel safe and cared for
- **Address Mental Well-Being**
  - More important than every before
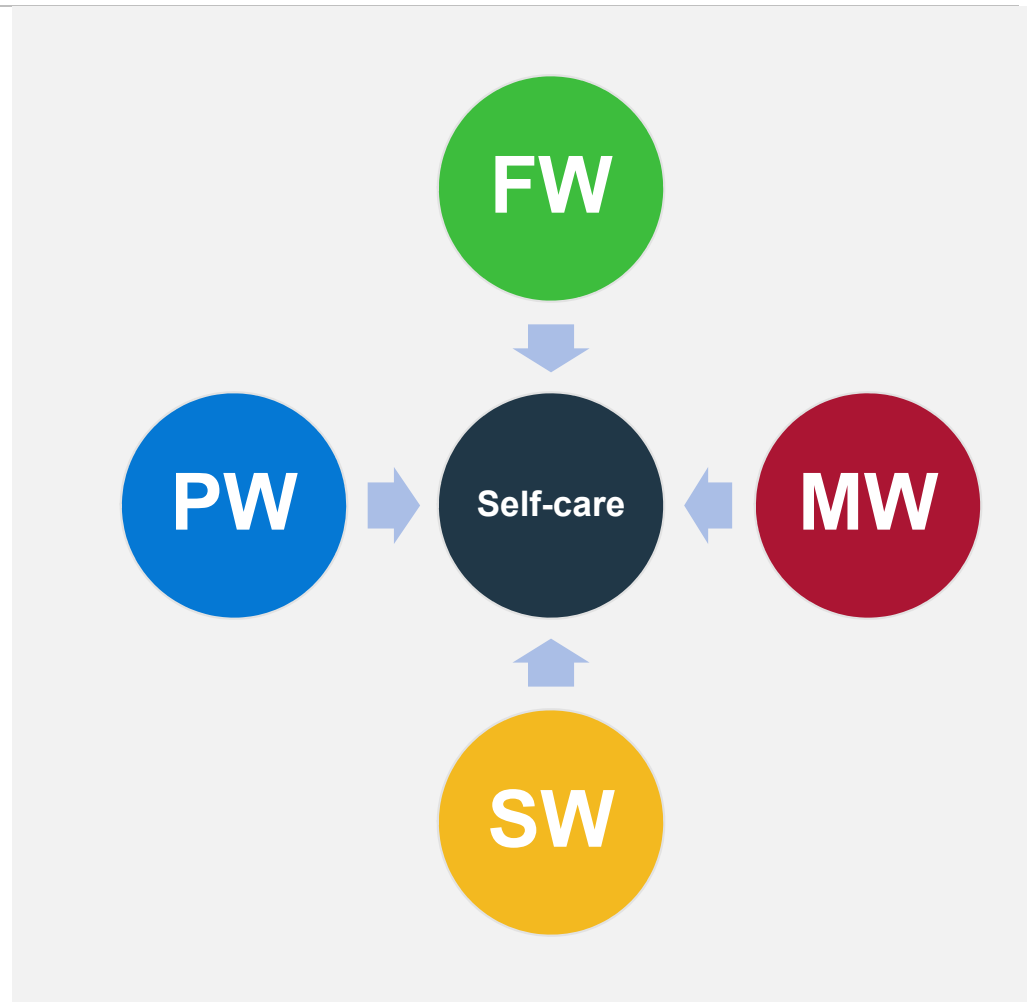- **Focus on Self-Care**
  - Secure your own mask first
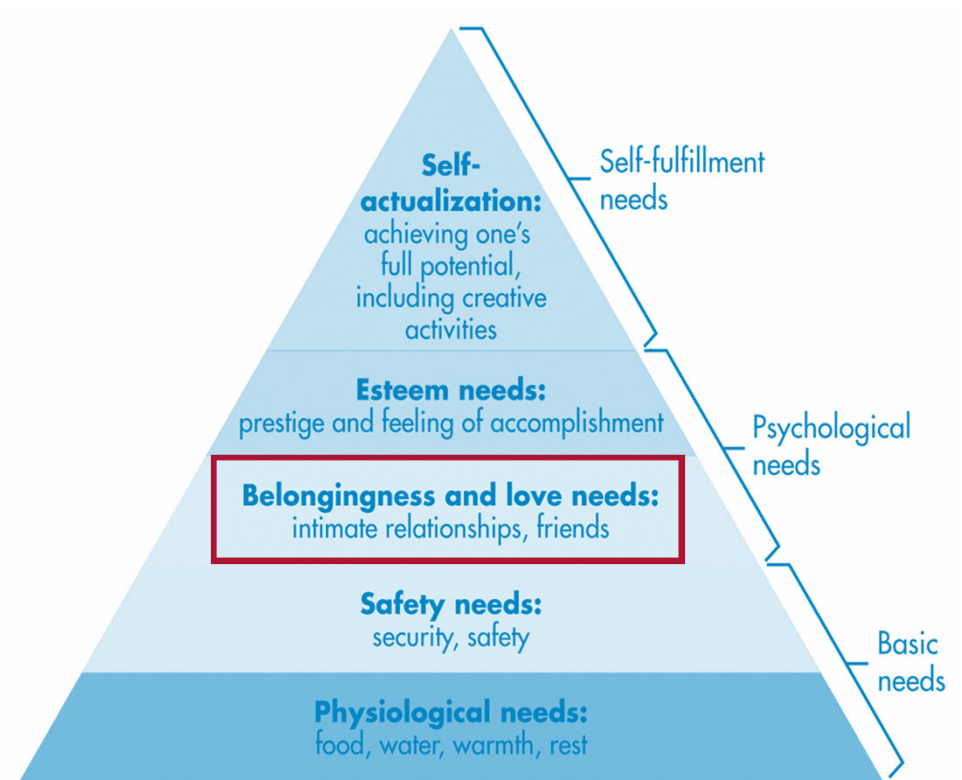
Maslow's Hierarchy of Needs

Focus on Self-Care within a Choice Architecture

Choose Total Well-Being

- **Financial Well-Being**
- **Mental & Emotional Well-Being**
- **Social Well-Being**
- **Physical Well-Being**

Well-Being Reimagined for 2020

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Nothing But Upside with Self-Care!

- Uses All Available Resources

- Connect to #stayinghomefor Campaign

- Emphasizes Personal Purpose

- Perfect Platform for Total Well-Being

Engage in Many Self-Care Options

**Physical
Emotional
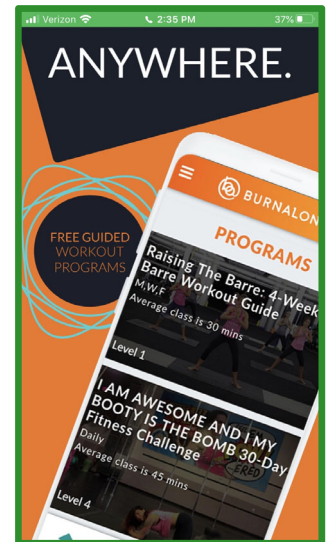Social
Spiritual**

Well-Being Reimagined for 2020

- **Address Stigma.** This should come from Leadership
- Develop clear pathways to accessing 1:1 support*
  - EAP Counselors, Behavioral Health Providers, Health Coaches, Telehealth, etc.
- Explore Resources like the UnLonely Project: Stuck at Home(together)
- Introduce Positive Leadership Models
- Build Resilience and "Psychological Flexibility"

*Research by the AHA shows this is the most effective intervention.

Mental & Emotional Well-Being

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Well-Being Reimagined for 2020

Physical Well-Being

- **Encourage personal goal setting –** engage with a wellness coach or performance-based service

- **Reshape daily routines –** not commuting? Use that time to get adequate sleep and go outside **or** cue up an online workout.

- **Use the Buddy System –** many of us are "obligers" and need external accountability.

Well-Being Reimagined for 2020

Social & Community Well-Being

- Offer options for **charitable giving** to help give people purpose

- Encourage teams to **connect online** using web-based platforms

- Managers – **take time to connect 1:1** with employees

- Introduce a **gratitude practice**

- Explore **caregiver options**

Well-Being Reimagined for 2020

Financial Well-Being

- Be prescriptive based on the situation your employees are in

- Want to help people in the short term? Consider setting up:

  - Emergency Spending Accounts or Payroll Loan Programs

  - Disaster Relief Payments (based on IRS 139 guidelines)

  - Lifestyle Spending Accounts

- Direct people to web-based tools that support asset management

Need to Update Your Current Plan?

Clients currently measuring program compliance should consider:

a) Relaxing the requirements for this benefit year

b) Moving the completion date

Clients offering an outcomes-based program should consider:

a) Shifting to a participation-based structure for this benefit year

b) Offering the incentive to compliant participants and giving others more time

    i. Their incentive can be retroactively re-instated once they are compliant

c) Use this as an opportunity to move toward a *choice architecture*

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Between stimulus and response lies a space.

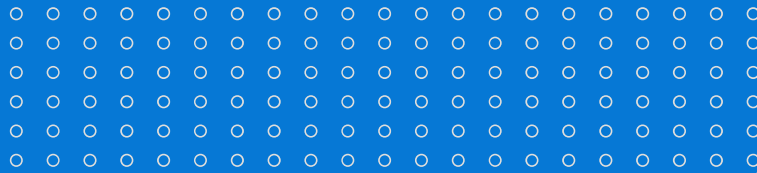**In that space lies our freedom and power to choose a response.**

In our response lies our growth and our happiness.

Viktor E. Frankl
Man's Search for Meaning

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Connect. Drive. Engage.

Communicating Effectively with Employees

Stacy Kuehler

What We Know Today

8th grade
is the average U.S. literacy level.

75%
of employees are more likely to watch a video than read text.

7 seconds
is the average human's attention span (…and a goldfish's? Well…8 seconds.)

Mind Your P's and Q's (and other letters, too)

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- When communicating with employees/coworkers:

  - Be human—act as if you were face to face

  - Personalize your message (use "you" vs. "employees")

  - Slow down—resist the urge to shoot off that email

  - Acknowledge challenges and feelings

Simplicity is Brilliance

- Make a video to help break down complex subject matter

- Answer the what and the why

- Use bullet points and less acronyms

- Download a readability calculator

"

It is more fun to talk with someone

who doesn't use long, difficult words

but rather short, easy words like,

'What about lunch?'

—Winnie the Pooh

"

Get the Timing Right

- Right now, you can't (effectively) over-communicate

  - Ask your team and employees

  - Schedule regular check-ins and one-on-ones

  - Take a team approach

- Encourage as much face-to-face interaction online as possible through video calls, regular check-ins, etc.

Make Information Easy to Access

HOUSE INFORMATION IN ONE PLACE
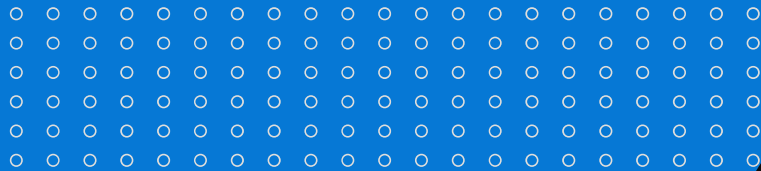
Consider remote employees and spouses/partners

USE TECHNOLOGY

Embedded emails, homemade videos, video calls, microsites

4

Staying Connected

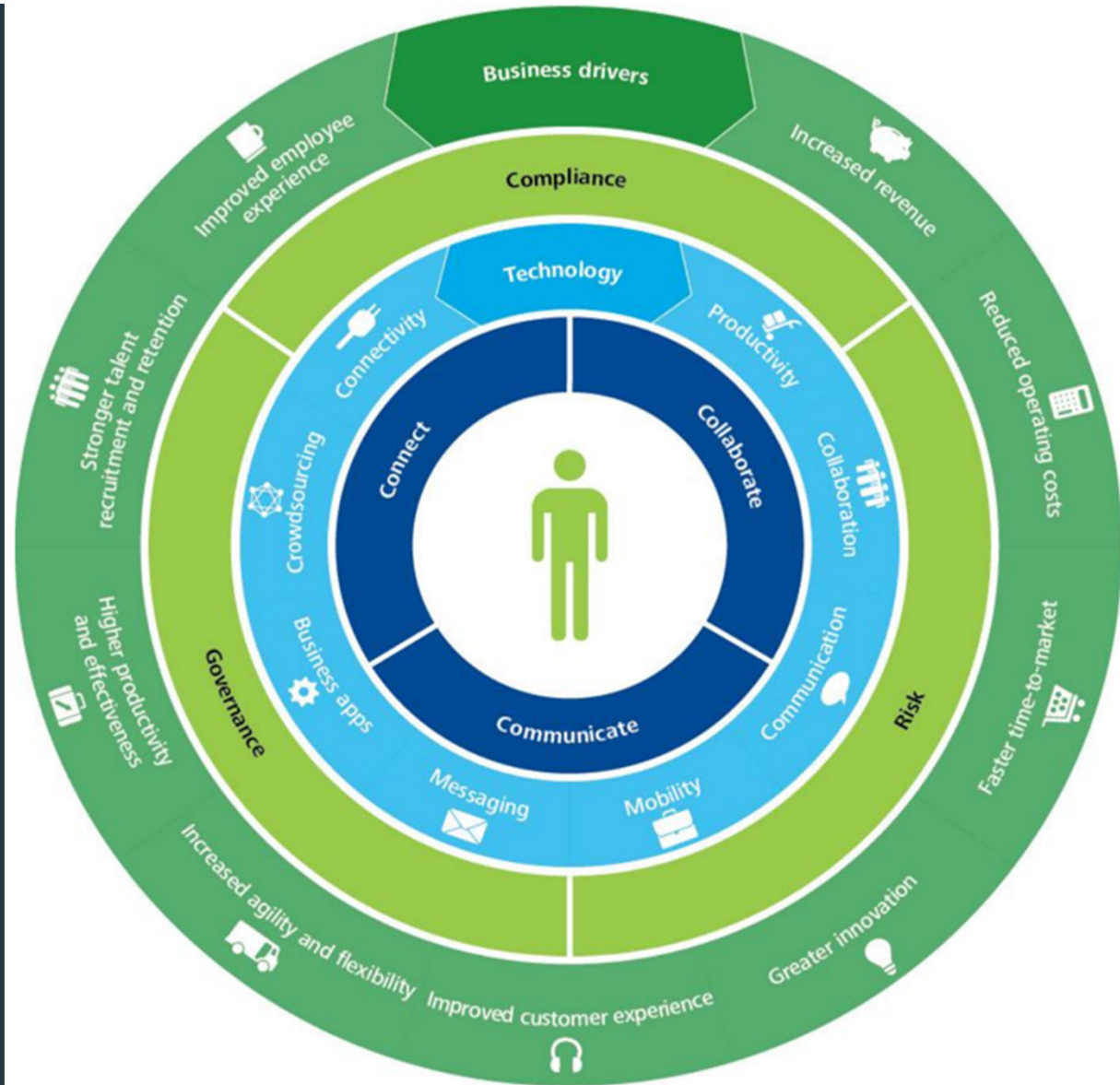HR Technology Tools to Help You
Communicate

Michelle Jukoski

"

You cannot mandate productivity; you must provide the tools to let people become their best.

—Steve Jobs
Cofounder, Apple, Inc.

"

Connect

Collaborate

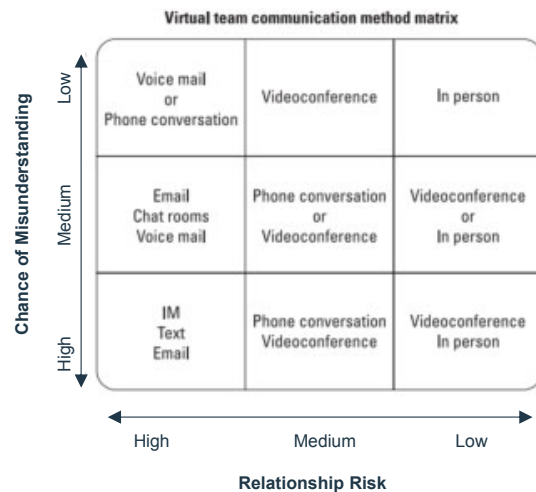Communicate

Shop Your "Closet" First

- Are you maximizing the capabilities of the HR tech you currently have?

- Does your platform have email, text or SMS capabilities?

- Does your platform have a community section?

Virtual Team Communication Methods

- Use text, chat, and IM effectively
- Choose the right medium for the right message
- When communicating consider:
  - What's the chance the message could be misunderstood?
  - What is the risk to the relationship

Virtual team communication method matrix

	High	Medium	Low
Low	Voice mail or Phone conversation	Videoconference	In person
Medium	Email Chat rooms Voice mail	Phone conversation or Videoconference	Videoconference or In person
High	IM Text Email	Phone conversation Videoconference	Videoconference In person

Chance of Misunderstanding (vertical axis)

Relationship Risk (horizontal axis)

- Goal is to mitigate risk of misunderstanding with all methods

Meet Face to Face in the Virtual Space…

…or Chat (it's a Snap)

Drop Some Knowledge

Many vendor sites have training tutorials to get you and your employees up and running in no time!

- Example: LinkedIn Learning online series "Remote Working: Setting Yourself and Your Teams Up for Success"

Be prepared. Be safe.
Visit our Coronavirus Resource Center.

hubinternational.com