

Top HR Initiatives Leading Through the Pandemic Recovery

在疫情恢复时期人力资源从业者引领的优先事项

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Coach, SHRM-SCP and Instructor

Executive Summary 个人总述- Maggie Sun

美国人力资源管理协会认证高级专家，兼职认证培训师，培养数十位华人考生通过认证，通过全球人才发展行业顶级认证。

北京大学应用心理学（人力资源管理方向）硕士

10年财富500强人力资源管理经验，包括沃尔玛，诺基亚，安富利以及5年跨国初创公司，在硅谷工作代理总部HR总监，带领多样化的团队。

10余年作为公司内部顾问和项目首席负责人，与国际顶级跨国人力资源咨询公司合作多个组织发展，人才发展和薪酬福利范围项目，包括：埃森哲，光辉国际，美世，怡安翰威特和智睿等。

引领若干变革管理项目，从规划到实施落地评估，尤其是组织架构重组(并购，拆分和遣散等)，得到一致好评，积累大量项目经验和实操并在HR通才高级认证专家考试的“组织”模块获得96%正确率。

多次撰写人才管理文章在亚太HR核心刊物发表，并且“战略管理”系列文章获得国内外高度认可。

多次在国内外人力资源论坛担任嘉宾和主题嘉宾，话题大多聚焦在HR科技，大组织管理，人力资本等领域，

SHRM-SCP(Senior Certified Professional by Society of Human Resources Management) and top-notch global training and development credential

Master of Applied Psychology oriented HR management from Peking University

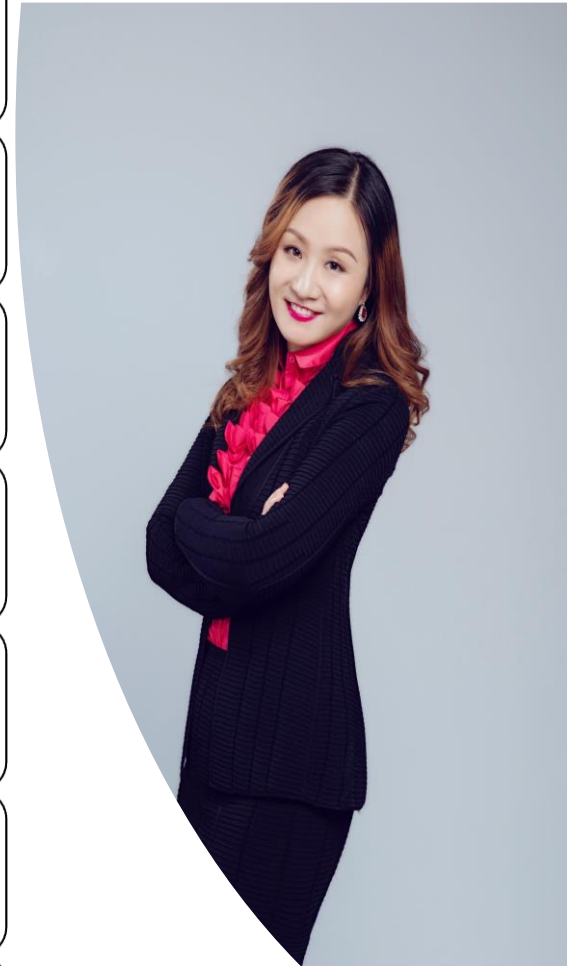
10 Years in 3 Fortune 500 MNCs of Wal-Mart, Nokia and Avnet, plus Regional HRD for 5 years in SME and Acting Corporate HRD in Silicon Valley, leading a diverse HR team with very diverse cultural background

10 Years Internal Consultant and Project Manager experience with global top HR consulting firms including Accenture, Korn Ferry, Mercer, Aon and DDI

Leading numerous change management projects with full cycle and got high recognition, especially abundant restructure projects as M&A, divestiture, demobilization. And obtained 96% accuracy in SHRM-SCP credential test Organization module.

Published several articles of talent management on core Asia HR magazines, and wrote a successful series “strategic management” articles.

Being the frequent speaker in reputational HR Seminars home and abroad, mainly on HR tech., big OD, human capital related.



Learning Outcomes 学习效果

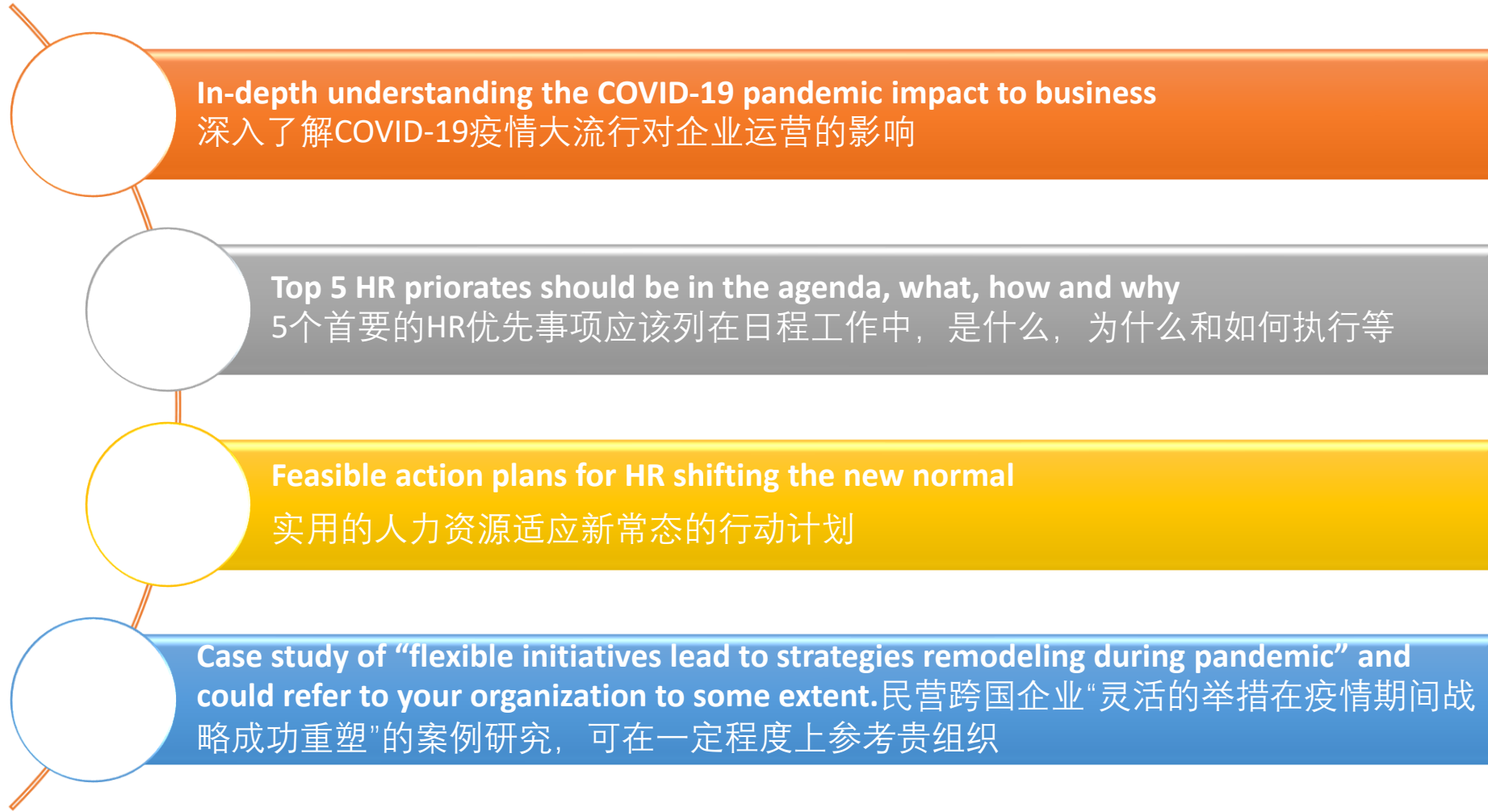
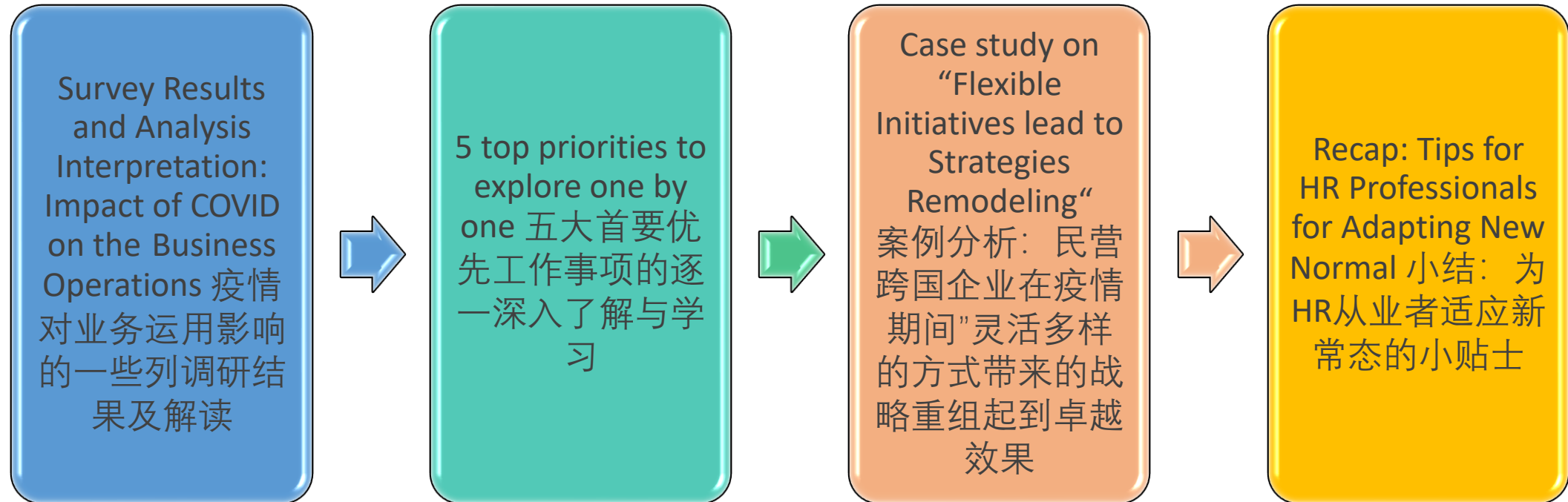


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Introduction 引言

The COVID-19 pandemic and its side effects have changed the focus of employee experience to maintain the **performance and engagement of the distributed workforce** — where certain number of employees work fully remote or partially remote while a small portion still at the workplace. 新肺大流行及其副作用改变了员工体验的重点，以保持分散式员工的绩效和胜任力—在分散式劳动力中，一定数量的员工完全远程或部分远程工作，而一小部分仍在工作场所。

According to Gartner Surveys, following five priorities should be in HR agenda during the post-pandemic recovery 根据Gartner的多个调查，在疫情大流行后的恢复过程中，人力资源从业者的优先考虑以下五个方面

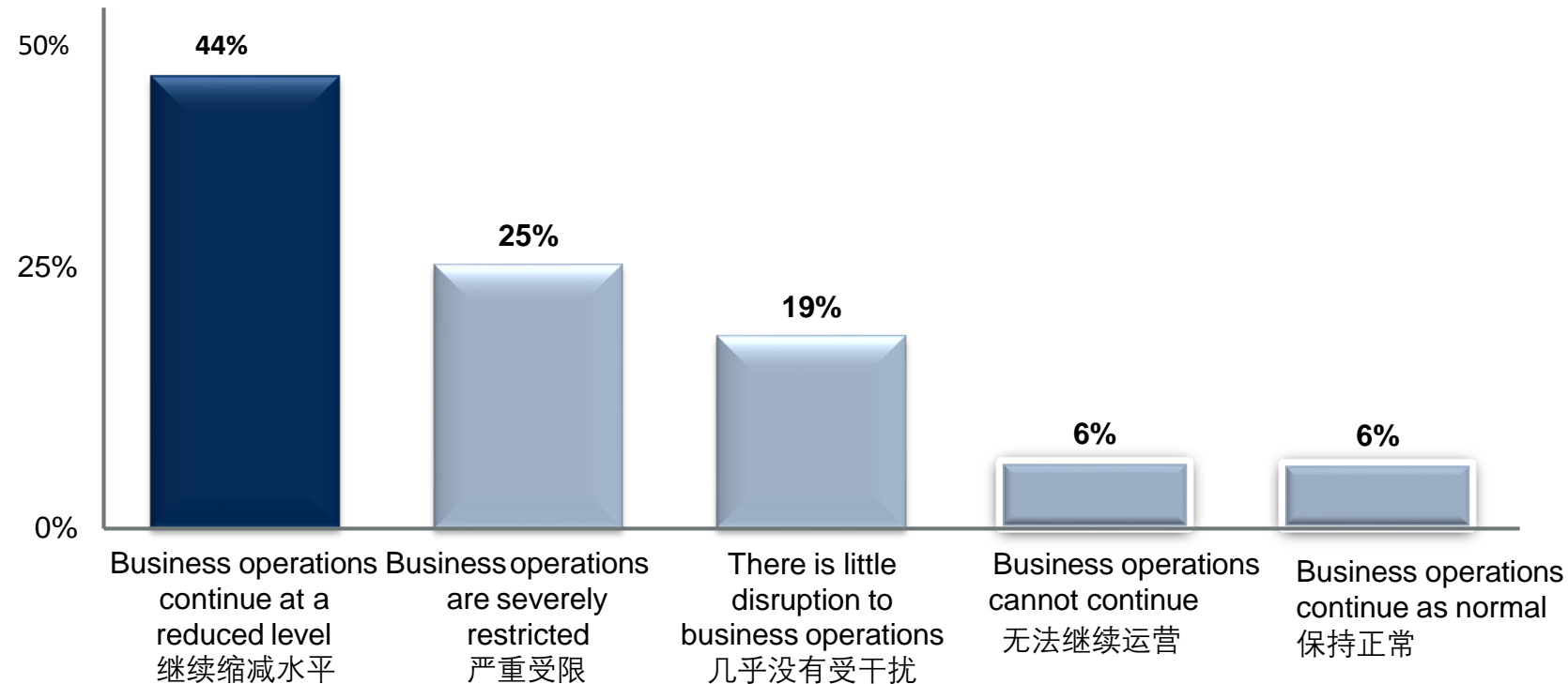
- ❖ **Current and Future Leadership** 现有和未来的领导力
- ❖ **Employee Experience** 员工体验
- ❖ **Org Design and Change Management** 组织设计和变革管理
- ❖ **Critical Skills and Competency Development** 关键技能和胜任力的发展
- ❖ **Future of Work** 未来的工作

Business Operations Affected by COVID

受疫情影响的业务运营一览

Q: "How has Coronavirus (COVID-19) affected standard business operations in your organization?"
疫情如何影响了您组织的标准业务运营状况？

Percentage of Employees 员工比例



n = 1203 Employees

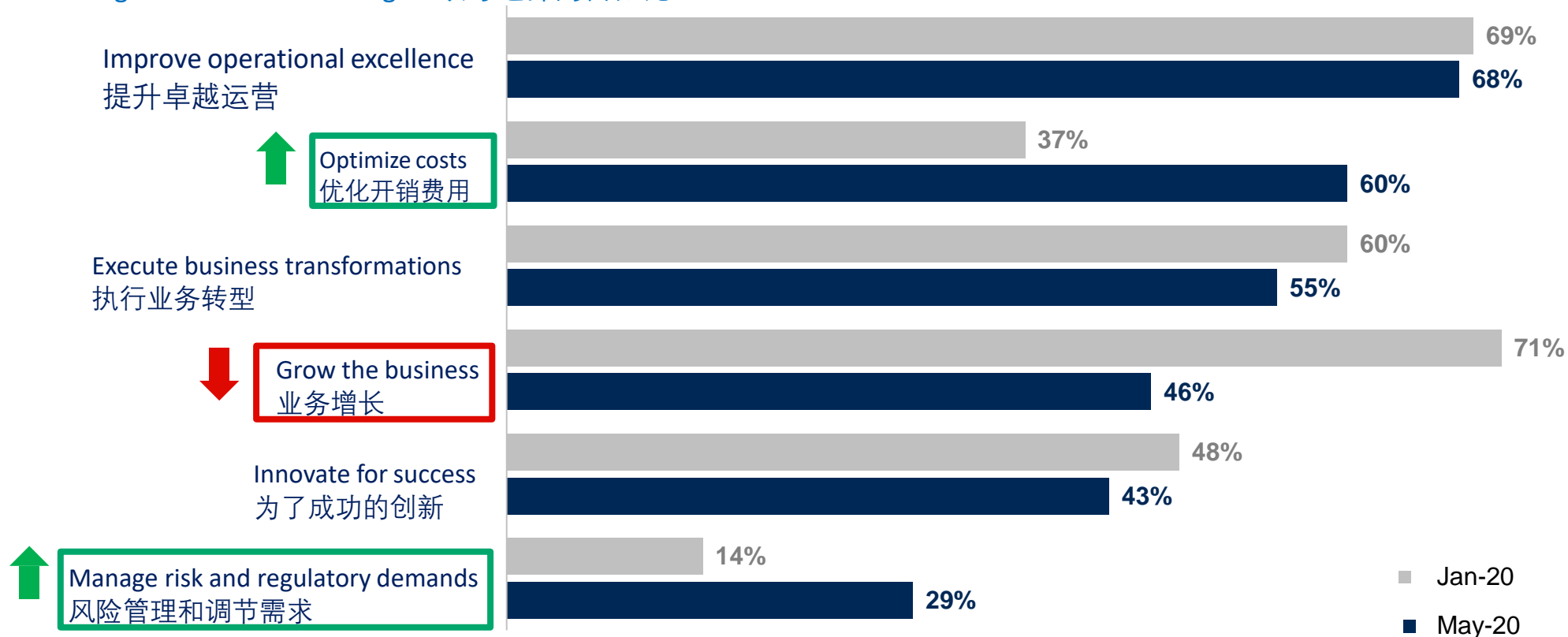
Source: Gartner 2020 Culture of Quality During Disruptions Survey

Impact of COVID on the Business 疫情对业务的影响

Q: "Please select the top three organizational priorities for your organization over the next 12 months."

请选择接下来12个月您组织组主要的组织优先事项？

Percentage HR Leaders Selecting HR领导选择的百分比



n = 160

Q: Please select the top three organizational priorities for you organization over the next 12 months.

Source: Gartner Coronavirus Polling on HR priorities (11 May 2020)

Uncertainty Leaves Questions About What's Next

接下来如何工作的不确定性问题留下来了

Urgent, Pandemic-Driven Questions from HR Leaders 紧急和由疫情驱动的问题留给了HR领导者:

How do we continue to engage workers despite cost-cutting measures, such as layoffs and furloughs?

尽管采取了裁员和强制休假等削减成本的措施, 我们如何继续雇佣员工?

How do we equip leaders to manage workers amidst uncertainty? 我们如何让领导者在不确定情形下管理员工?

What does a successful return to the workplace look like for our employees? 对我们的员工来说, 成功重返工作场所是什么样子的呢?

How do we equip leaders to manage remote workers and teams? 我们如何塑造领导者来管理远程员工和团队?

How do we connect the right people to the right tasks in a cost-constrained environment? 在成本有限的环境下, 我们如何将合适的人与合适的任务联系起来?

How can we make sure remote workers and teams feel supported while remaining productive? 我们如何确保远程工作人员和团队在保持高效的同时得到支持?

What does 'normal' look like for our workplace from here on out? 从现在开始, 我们工作场所的“正常”是什么样的?

How do we preserve our company culture with a more remote workforce? 我们如何在员工更多远程工作的情况下保持公司文化?

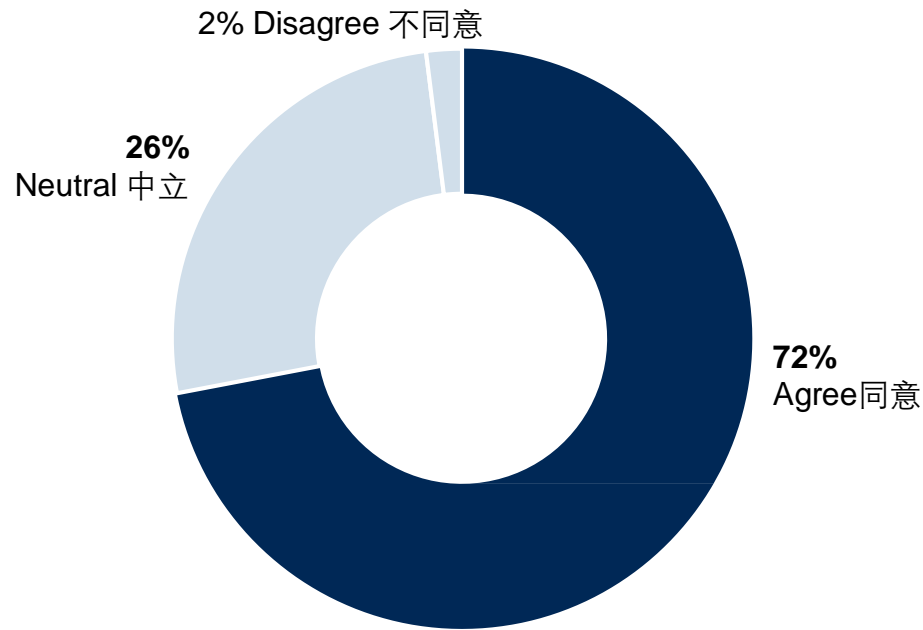
Renewed Interest in and Importance of Agile HR

重新对敏捷HR产生了兴趣和其重要性

“I believe agile will help my HR function achieve key business outcomes”

我相信敏捷性将会帮助HR实现核心业务成果

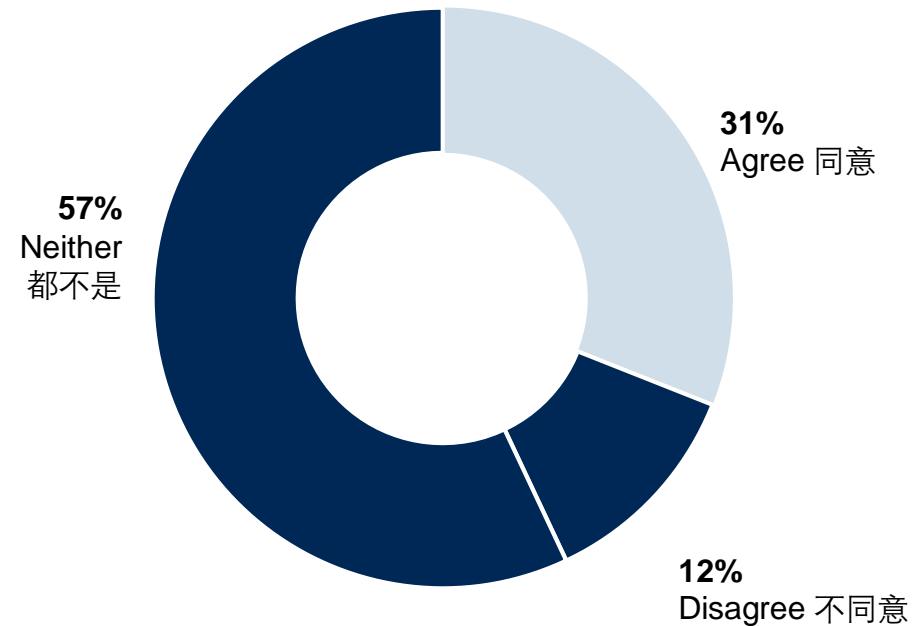
Percentage of HR Leaders HR 领导者的百分比



n = 171
Source: 2020 Gartner Agile HR Function Survey

“Projects in our HR function are paused or stopped if they are no longer thought to be strategic or valuable.” “人力资源部门的项目如果不再被认为具有战略意义或价值，暂停或停止。”

Percentage of HR Leaders 领导者的百分比



n = 171
Source: 2020 Gartner Agile HR Function Survey

HR's Role in Leading Through Recovery

疫情恢复期的HR角色

Top Priority Initiative 首要工作事项

5. Current and Future Leadership
现在和未来的领导力



HR Agenda for Recovery 恢复期的HR工作事项

Boost Leadership Resilience to Manage Through Disruption
增强领导复原力应对混乱

4. Employee Experience
员工体验



Sustain Performance and Engagement of a Hybrid Workforce
复杂人力组合下保持绩效和胜任力

3. Org Design and Change Management
组织设计和变革管理



Plan and Execute the Return to the Workplace
劳动力返回办公场所的规划和执行

2. Critical Skills and Competency Development
关键技巧和胜任力发展



Dynamically Reskill and Redeploy Talent
更加灵活重塑技能和重新部署人才

1. Future of Work
未来的工作



Lay the Groundwork for the New Equilibrium
为新平衡奠定基础

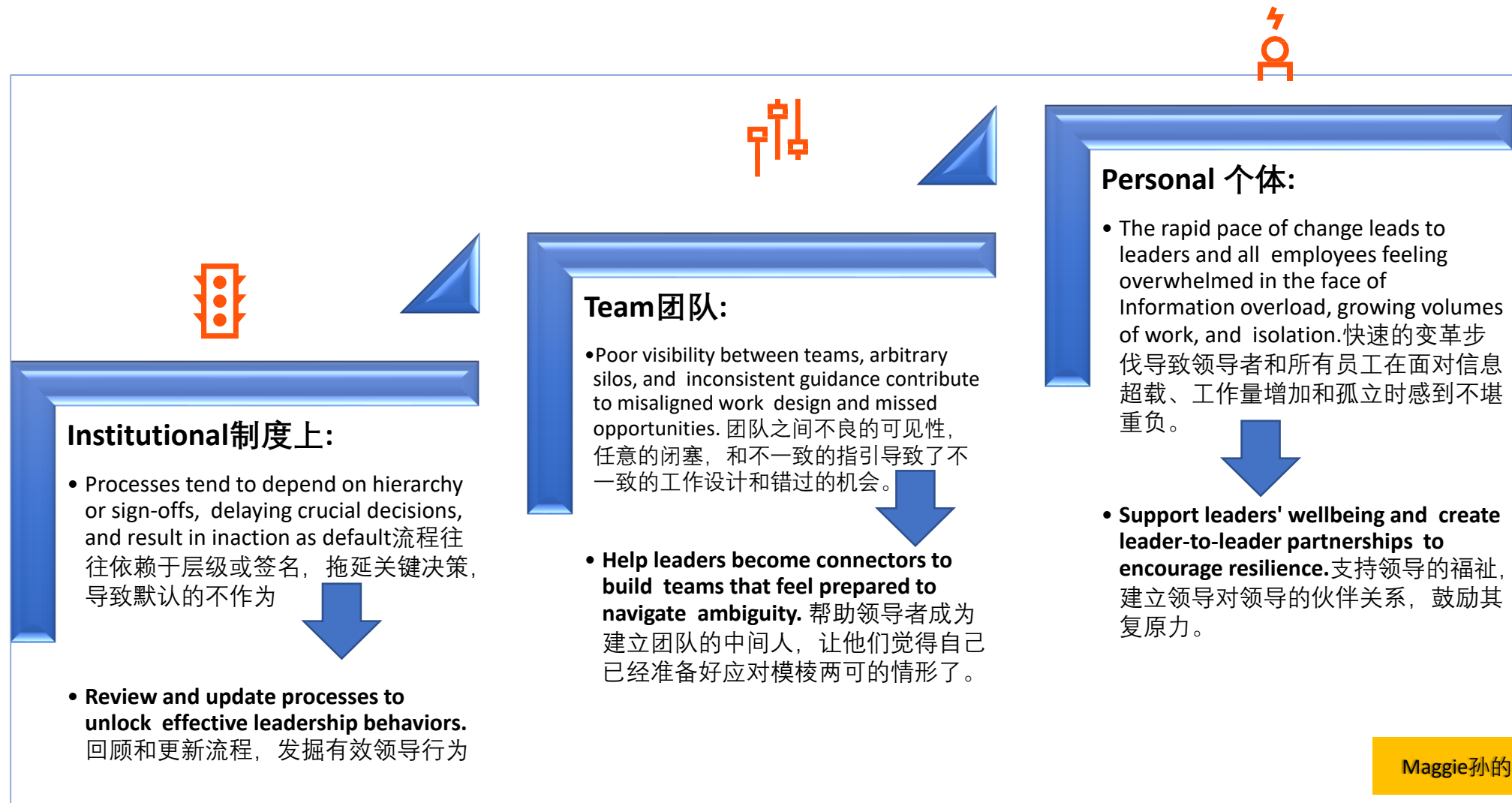
Top 5: Boost Leadership Resilience to Manage Through Disruption 增强领导复原力应对混乱局面



Equip Leaders to Lead Through Uncertainty

协助领导者克服不确定性增强领导力

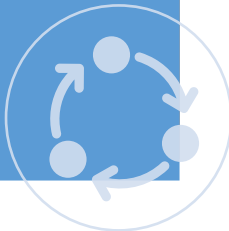
Uncertainty is Accentuating Work Friction 不确定性加剧了工作摩擦



Enable(Psychological) Resilience 发掘复原力 (心理)

- Ensure **performance management objectives** reflect and reward leaders that **efficiently connect teams** to the right resources. 确保绩效管理目标反映并奖励那些有效地将团队连接到正确资源的领导。
- Allow leaders to **adjust annual goals and encourage them to continually review all projects** to determine which should be paused or stopped. 允许领导调整年度目标, 并鼓励他们不断回顾所有的项目, 以决定哪些应该暂停或停止。
- **Adjust workflows to reflect remote work realities and opportunities**, such as improved collaboration. 调整工作流程, 以反映远程工作的现实情况和机会, 例如改进协作。

Adjust Processes to Facilitate Resilient Leadership 调整流程 推进弹性领导力



- Ask leaders to **use regular check-ins to sense employees' need for support**. 要求领导通过定期检查来了解员工需要的支持
- Help leaders **connect employees to individuals who can help them successfully complete their work**. 帮助领导者把员工和能够帮助他们成功完成工作的人联系起来。
- Support leaders in **fostering psychological safety during team meetings by sharing personal experiences to promote dialogue** about challenges and idea and skill sharing. 帮助领导者把员工和能够帮助他们成功完成工作的人联系起来。在团队会议期间, 通过分享个人经历, 促进关于挑战、想法和技能分享的对话, 支持领导培养心理安全。
- Remind leaders to **provide clear objectives during performance conversations to create clarity amid uncertainty and disruption**. 提醒领导在绩效对话中提供清晰的目标, 以在不确定和混乱的情况下保持信息清晰。

Create Connectors to Strengthen Collaboration and Team Resilience 创建连接器 以加强协作和团队复原力



- Help leaders identify **their skills gaps relative to today's context and find relevant development opportunities**. 帮助领导者识别与当前环境相关的技能差距, 并找到相关的发展机会。
- Create opportunities for leaders with **complementary skills to partner and share ideas**. 为拥有互补技能的领导者创造机会, 让他们合作和分享想法。
- Increase **wellbeing training for leaders and encourage use of EAPs** 增加对领导的福祉培训, 并鼓励使用“员工辅助计划”
- Identify **specific root causes of over-work as result of remote work and/or new operations**. 识别远程工作和/或新运营方式导致的超时工作的具体根源。

Support Leaders' Wellbeing and Networks to Foster Resilience 支持领导者的福祉和社交网络, 以培养复原力



Top 4: Sustain Performance and Engagement of a Hybrid Workforce 混合人力组合下维持绩效和胜任力

Employee Experience Varied 为何员工体验变化

Onsite Work Only
只在办公场所工作



Working Interchangeably
混合式工作



Remote Working
远程工作



- I am concerned the possibilities of infection exposure on my way to my workplace. 我担心在去工作场所的路上可能会有感染风险。
- I am wondering what to expect when I am going back to my workplace. 当我回到工作场所时，还能期待些什么。

- Seems I behave more clumsy and awkward at my workplace than WFH(working from home). 我在工作场所的表现似乎比在家工作还要笨拙。
- I am not sure about my stability to keep healthy as always and with my family. 我不确定我和我的家人是否一直保持健康。

- The line between my work and life are more blurred. 我的工作和生活之间的界限更加模糊了。
- I need some time to be familiar with fully remote working which is totally brand new to me. 我需要一些时间来熟悉完全远程工作，这对我是完全陌生的。

New Approaches Throughout EE Lifecycle

贯穿员工生命周期的新举措一览

Recruiting 招聘

Adjust sourcing & attraction strategies and EVP branding strategies. 调整人才寻找和吸引策略和企业价值主张的品牌策略。

Virtual Onboarding (虚拟)入职

Implement virtual onboarding delivery to reduce costs and permit individual tailor-made onboarding experiences. 实施虚拟入职培训来降低成本, 并允许个性化的入职培训体验。

Well-being 福祉

Analyze the current healthy and well-being strategies, proactively collaborate with related authorities guidelines and measures, identify improvement areas and optimization the organization's offerings. 分析当前的健康和福祉战略, 与各级政府积极的政策举措积极配合, 确定改进领域并优化组织提供的方案。

Performance Management 绩效管理

Educate managements on how to revise goals, and manage by those goals or key results as needed. 教育管理层如何修改目标, 并根据这些目标或关键结果进行管理

Total Rewards 全面薪酬

Decide how to adjust compensation, rewards and recognition strategies to support and compound workforce while ensure fairness. 决定如何调整薪酬、奖励和激励策略, 以支持组合形式办公的员工, 同时确保公平

Communication & Collaboration 沟通和协作

Rollout technology solutions to improve and employees connectivity, virtual team celebrations 推出技术解决方案, 以改善和员工的连通性, 如虚拟团队庆祝

Talent Management 人才管理

Carry out virtual learning solutions and adjust talent management practices to maintain talent pipelines in a hybrid environment. 实施在线学习解决方案, 调整人才管理实践, 维护混合环境下的人才发展管道。

Top 3: Plan and Execute the Return to the Workplace

劳动力返回办公场所的规划和执行

Recognize that returning to the workplace will be a change for every employee.

意识到返回办公场所对每个人都意味着变化。

- **Enforcing Social Distancing** 重申保持社交距离: What changes will you have to make to your workplace layout? 要对你的工作场所布局做些什么改变呢 (e.g. elevators, lobbies, cubicle spacing)
- **Monitoring Employee Health** 监控员工健康状况: How will we ensure employees feel safe and healthy? 如何保证员工感觉到安全和健康? (e.g. self administered health checks, temperature checks, geographic tracking, sociometric badging, health surveys)
- **Managing Disruption** 管理混乱局面: How can we make sure our work processes reflect a change in our workforce's workflows? :我们如何确保我们的工作流程反映了我们劳动力工作流程的变化? (e.g. more remote workers, more hybrid workers, flexibility needed to care for family members)
- **Navigating Complexity** 复杂环境中领航: How do we coordinate with all of our stakeholders in a rapidly changing environment? 我们如何配合所有的利益相关者在快速变化的环境中? (e.g. creating new and responsive preparedness plans, coordinating with customers and suppliers differently)

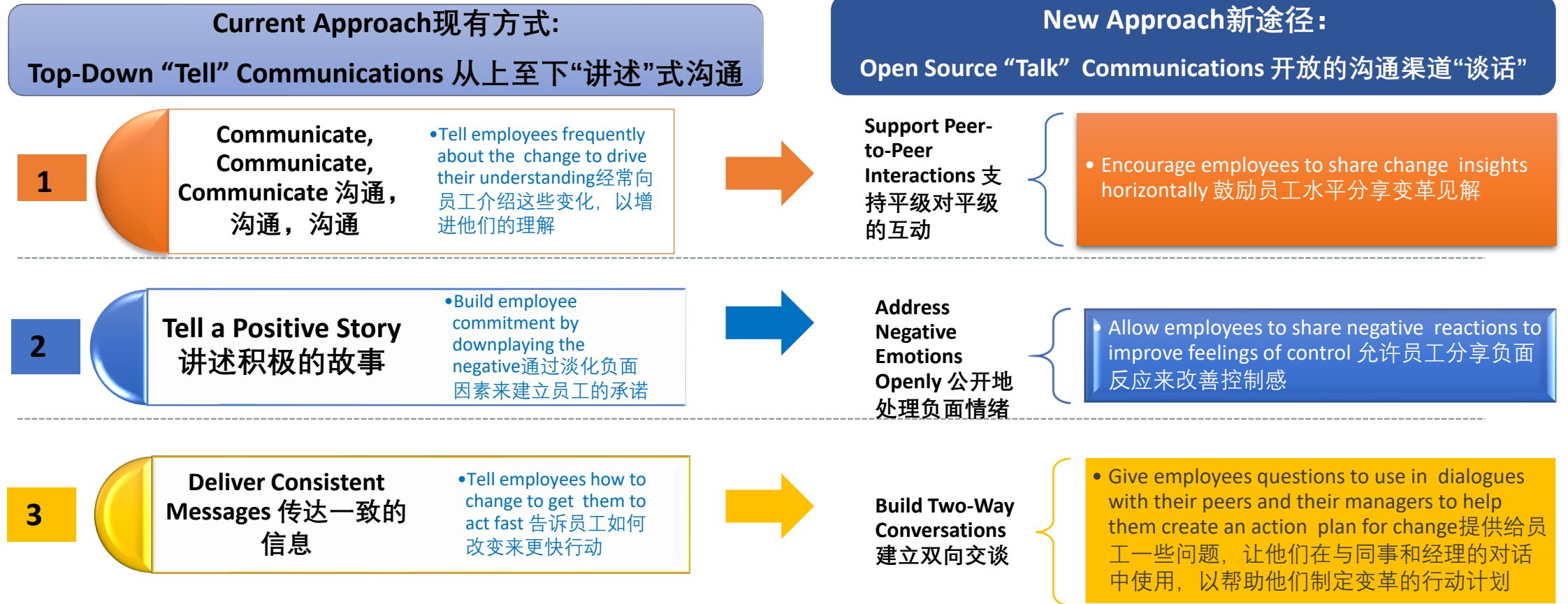
Regularly pulse the workforce to understand employee readiness for retuning to the workplace. 定期跟踪员工（调研），了解员工是否做好了重返工作场所的准备。

- Introduce the survey with the intent of the questions and how responses will be used 根据问题意图以及如何使用反馈结果介绍调研。
- Keep the pulse surveys short (3 to 5 questions), especially if you are planning to do multiple pulse surveys overtime to continually monitor the workplace sentiment. 保持脉搏调查简短(3到5个问题)，特别是如果你计划做多次脉搏调查来持续监控工作场所情绪。
- Provide employees with recommendations on where to direct questions. 向员工推荐在哪里直接提问的指引。

Encourage open lines of communication between managers and employees to build two-way communication about the return. (details as following slide) 鼓励管理者和员工之间建立开放的沟通渠道，建立关于回报的双向沟通。(详见下页)

Engage Managers in Return to Workplace Discussions

让经理参与到工作场所的讨论中来



Top 2: Dynamically Reskill and Redeploy Talent

更加灵活重塑技能和重新部署人才

Gauge changing organizational needs. 衡量变化的组织需求

- ❖ **Rising Demand for More Skills 更多技能的需求上涨:** The total number of skills required for a single job is increasing by 10% year-over-year. 一份工作所需的技能总数正以每年10%的速度增长。
- ❖ **New Skills Displacing Old Skills 新技能取代旧技能:** 33% of the skills that were present in an average job posting in 2017 will not be needed by 2021. 到2021年，将不再需要2017年平均职位招聘中33%的技能。
- ❖ **Growing Demand for Agile Skills in HR 人力资源敏捷技能需求增长:** Global demand for agile skills among HR-related job postings has increased 160% over the past 3 years 在过去的3年里，人力资源相关职位对敏捷技能的全球需求增长了160%

Identify employees most in need of upskilling and motivated individuals who can support peers' learning. 找出最需要提升技能的员工，以及能够激励同事学习的人。

Leverage all available talent sources, including employees with adjacent skills and contingent workers. (Details as following slides) 充分利用所有可用的人才资源，包括拥有相关技能的员工和临时工。(详情如下幻灯片)

- Skills Sensing Networks 技能感知网络
- Talent Skill Accelerators 人才技能加速器
- Two-way skill Transparency 双向技能透明度

Manage Shifting Skills through a Dynamic Approach

通过动态的方法管理技能的转移

Key HR Considerations Surrounding Workforce Skills 围绕员工技能的关键人力资源考虑

HR Questions
HR的问题

How do you better understand immediate skill needs? 如何才能更好地理解当前的技能需求?



Skill Sensing Networks
技能感知网络

Facilitate cross organizational sensing of shifting skill needs. 推动跨组织的感知来调整技能需求

How do you help develop skills more quickly 你如何更快地提升技能



Target Skill Accelerators
人才技能加速器

Identify and tap skill accelerators to develop skills at the time of need. 识别和利用技能加速器在需要的时候开发技能

How do you foster internal movement across the organization as needed? 如何培养组织按照需求的内部员工异动



Two-Way Skill Transparency
双向技能透明度

Source skills across the total skills market, including nontraditional sources. 跨越整个技能市场搜索技能, 包括非传统的资源。

Adaptive Tactics to Redeploy and Reskill through Recovery 适应性的策略去重新部署和重塑技能

Top 1: Future of Work Lay the Groundwork for the New Equilibrium 未来的工作：为新平衡奠定基础

Understand **predictions** for what the future of work will look like and assess likelihood of impact at your organization. 了解对未来工作的预测，并评估其对组织的影响的可能性。

Use predictions to **keep a forward-looking perspective on how decisions made during recovery will impact critical during renewal.** 使用预测来保持一个前瞻性的观点，即在恢复期间所做的决策将如何在更新期间产生关键的影响。

Overview of Post-COVID Future of Work Trends

疫情后期未来的工作趋势概述



Accelerated Trends 加速的趋势一览

- Remote work increases 远程工作增加
- Expanded data collection 扩展的数据收集
- Employer as social safety net 雇佣者如社会安全网络
- Contingent worker expansion 临时工扩招



New Impacts 新的影响

- Separation of critical skills and critical roles 关键技能和角色的分离
- Humanization (and dehumanization) of workers 工人的人性化 (和非人性化)
- Emergence of new top-tier employers 新的顶级员工的涌现



Pendulum Swings 钟摆摆动

- Shift from designing for efficiency to designing for resilience 从效率而设计转移为组织复原力设计
- Increase in organization complexity, adding crisis, straining design, culture and value proposition. 危机增加了组织复杂性, 设计紧张, 文化和价值主张

Case Study: Chinese Companies Flexible Initiatives Successfully Dealing with Pandemic 战略重塑案例



Case of strategy remodeling: Geely Auto 吉利汽车

Invested hundreds of millions of CNY to start the research and development of "all-round healthy car" with virus prevention functionalities;投入数亿资金启动了具备病毒防范功能的“全方位健康汽车”的研发工作

Through all the links of "cloud car purchase", consumers could complete the purchase procedure from online ordering, home trial, contract till delivery.打通了“云购车”的所有环节，消费者完全可以通过线上下单，家门口试车、签约、交车来完成购车

Cao Cao Travel (Wuhan), a brand of Geely Group, has set up an emergency prevention and control support fleet to provide free travel services for residents in various communities in Wuhan. 吉利集团旗下品牌曹操出行（武汉）成立了应急防控保障车队为武汉各社区居民提供免费出行服务

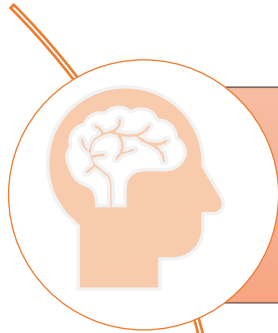
- Cao Cao Travel Operation Center and special dispatching team of customer service department collaborated with the vehicle dispatching of epidemic prevention and control 24 hours per day. , 曹操出行运营中心和客服部门专项调度小组24小时配合疫情防控用车调度。

In order to reduce the risk of the epidemic, employees of all subsidiaries of Geely Holding Group **adjusted their working hours, reduced the use of large public transport and adopted remote working.** 为了降低疫情风险，吉利控股集团下属所有公司员工调整上班时间，减少乘用大型公共交通工具，采用远程工作的方法

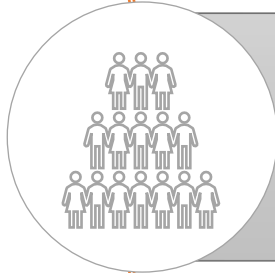
Reference: Sohu News

Tips for HR Leaders-Agile and EE-Centric

给HR领导者的小建议：敏捷和以员工为中心



HR leaders had to respond in an agile way, while **rethinking roles and responsibilities across the HR operating model** at lightning speed. 人力资源领导必须以敏捷的方式做出反应，同时以闪电般的速度重新考虑跨人力资源运营模式的角色和责任。



As many as 85% of the employees feel that their organization has **communicated clear policies and guidelines** to assist colleagues during the COVID-19 outbreak, and 82% are positive regarding the **speed and quality of decisions taken**. 多达85%的员工认为，他们的组织在COVID-19疫情期间向同事传达了明确的政策和指导方针，82%的员工对决策的速度和质量持积极态度。



Sustainability of these achievements will be vital for managing the employee experience throughout recovery. **HR will have to lead the implementation toward the new normal** and make sure that these moments are transformed into a **lasting redefinition of work and working relationships**. 这些成就的可持续性对于在整个恢复过程中管理员工体验至关重要。人力资源部门将必须引导实施新常态，并确保这些时刻转变为对工作和工作关系的持久重新定义。

Q&A 答疑环节

Thank You!

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