



People Priorities in Response to COVID-19

MARCH, 12 2020

COVID-19 is prompting companies to take action to minimize the threat for their people and business

Reactions on the people side to COVID-19... ..due to rising numbers of infections worldwide

Coronavirus: Salesforce, Twitter bar workers from U.S. flights

Amazon tells all 798,000 employees to halt travel, in US and internationally, over coronavirus fears

Microsoft allows employees to work from home amid coronavirus outbreak
Employees in San Francisco and Seattle are allowed to work from home

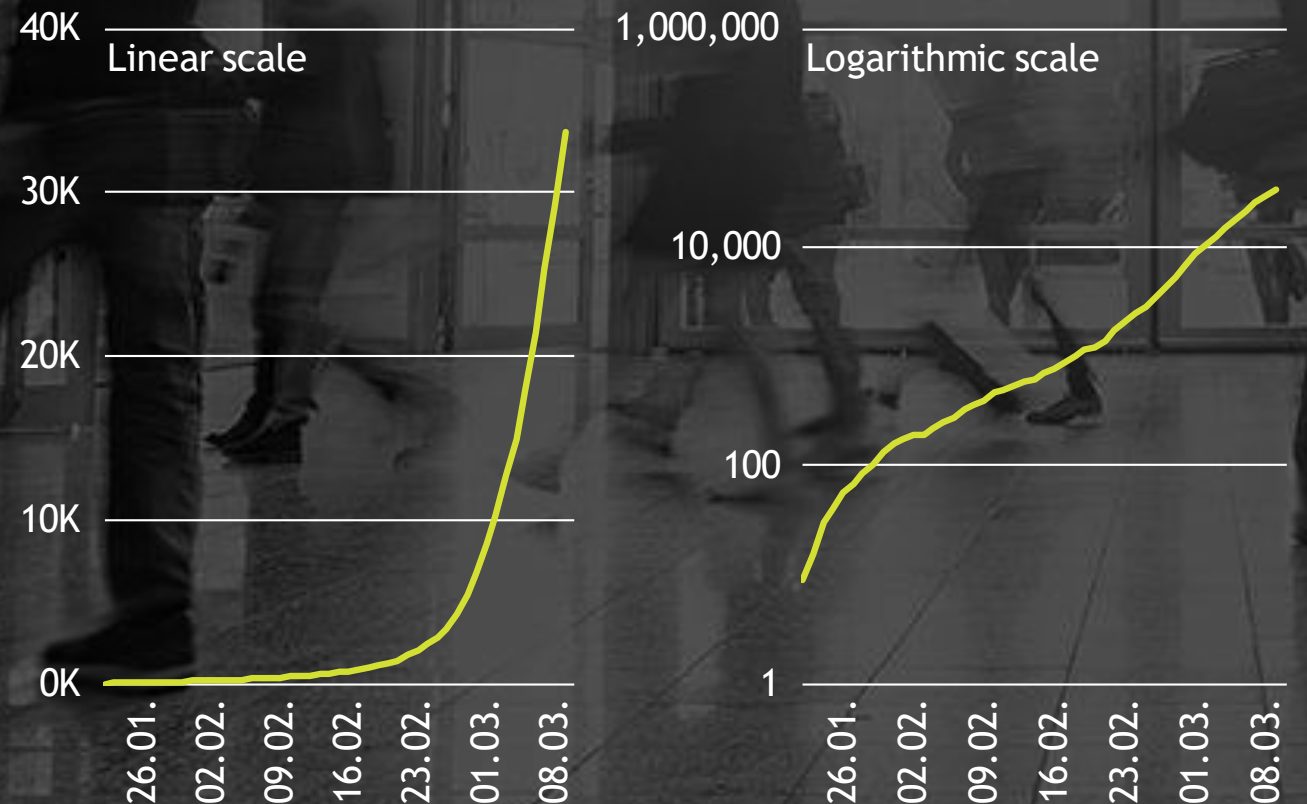
Apple's Cook Offers Work From Home This Week to Many Global Employees

Deutsche Bank has split up sales and trading teams in Frankfurt

Facebook shuts Singapore and London offices after coronavirus case

Note: Graphs based on data from worldometers.info on 09.03.2020
Source: The Verge, Reuters, Bloomberg, Business Insider, finews.asia, San Francisco Chronicle, The Star, BCG.

Exponential curve of total cases outside China

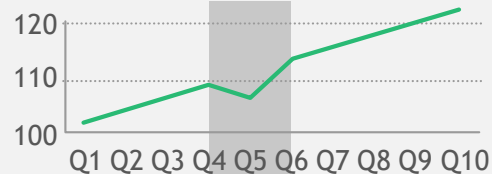


COVID-19 is rapidly changing the global economy—three scenarios

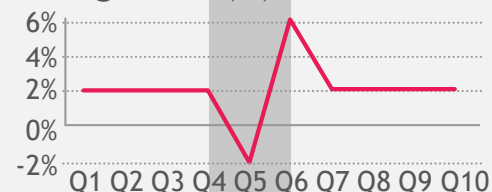
“V” scenario

Classic economic shock where growth eventually rebounds

GDP level

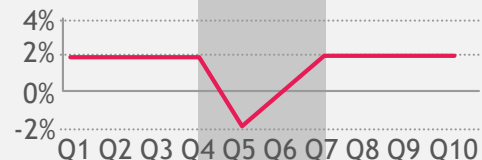
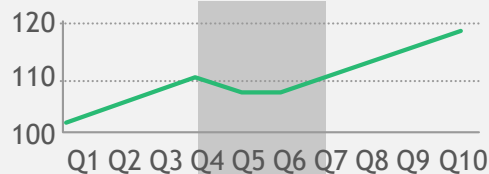


GDP growth (%)



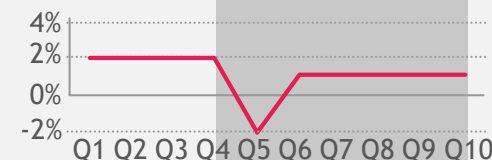
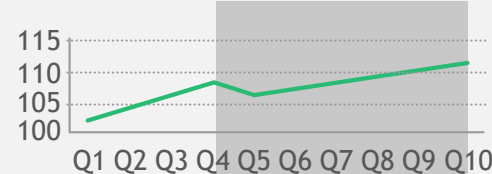
“U” scenario

Some permanent losses of output after initial shock



“L” scenario

Signaling real structural damage with significant impact on growth



Former health crises (e.g. SARS, 1968 H3N2 “Hong Kong” flu, 1958 H2N2 “Asian” flu, and 1918 H1N1 “Spanish” flu) generally resulted in “V” scenarios

Will this crisis be different?

Crisis management is of highest importance to companies

BCG shares 12 lessons learned from Harvard Business Review

- 1 Update intelligence on a daily basis
- 2 Beware of hype cycles/news cycles
- 3 Don't assume that information creates informedness
- 4 Use experts and forecasts carefully
- 5 Constantly reframe your understanding of what's happening
- 6 Beware of bureaucracy
- 7 Make sure your response is balanced across these seven dimensions
- 8 Use resilience principles in developing policies
- 9 Prepare now for the next crisis
- 10 Intellectual preparation is not enough
- 11 Reflect on what you've learned
- 12 Prepare for a changed world

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1. Communications
 2. Employee needs
 3. Travel
 4. Remote work
 5. Being part of broader solution
 6. Business tracking & forecasting
 7. Supply-chain stabilization

▼
**People priorities are at the heart of
crisis management**

People priorities are at the heart of crisis management



Now:
Tackle immediate
priorities

Protect your people,
ensure continuity, and
communicate clearly



Near-term:
Prepare for strongest
possible crisis impact

Understand possible worst-
case scenarios and prepare
for happenings



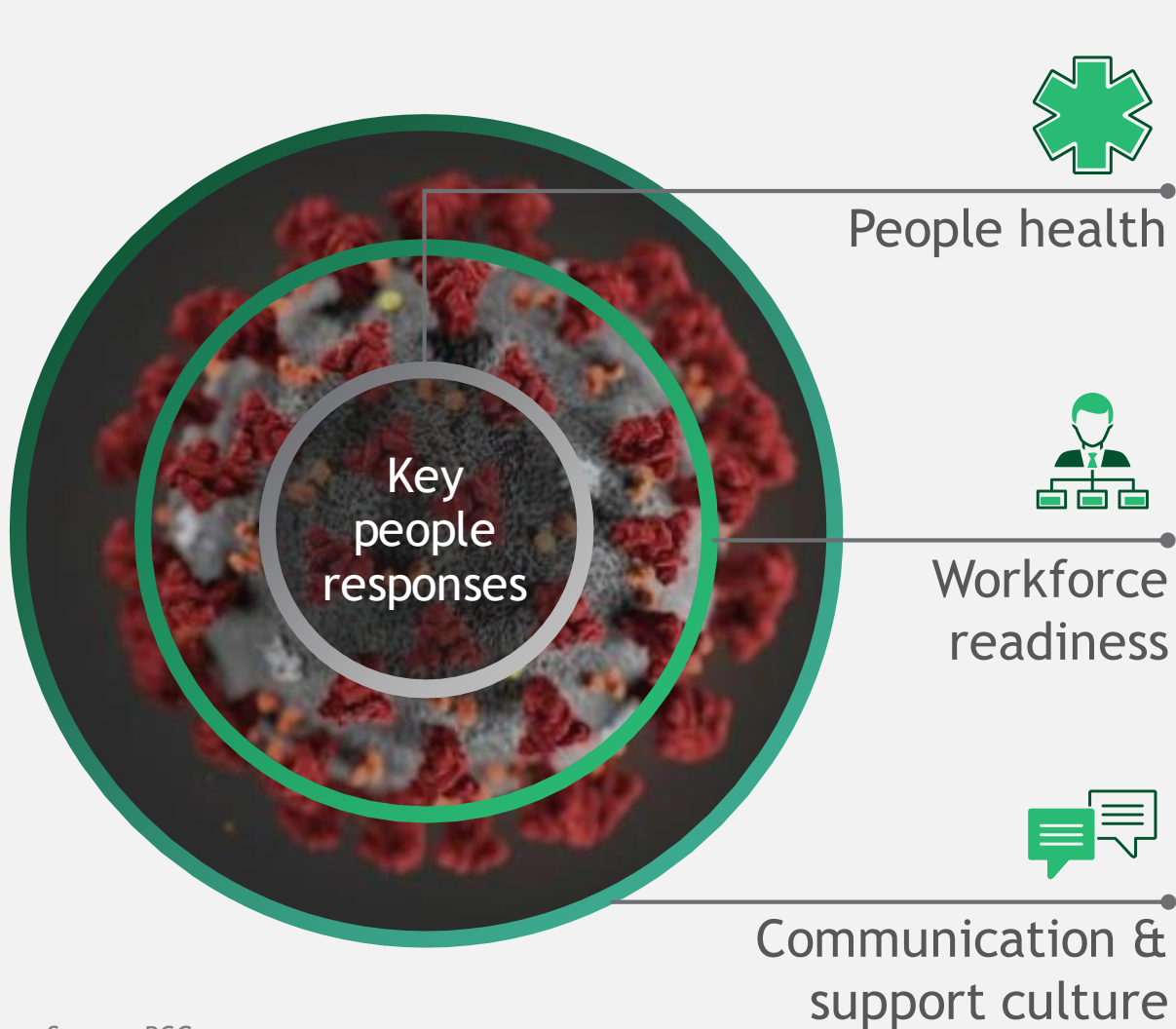
Mid-/long-term:
Prepare for rebound & pursue
structural enhancements

Anticipate rebound and
leverage learnings to increase
organization's resilience

COVID-19 responses for seven key people topics



COVID-19 responses for seven key people topics



Source: BCG

- 1 Accelerate smart work
 - 1-1: Establish remote working
 - 1-2: Reduce large meetings
 - 1-3: Setup virtual agile teams
 - 1-4: Adapt travel policies
- 2 Enhance corporate health & hygiene
 - 2-1: Enable individual employee hygiene
 - 2-2: Improve workplace hygiene
 - 2-3: Support and monitor employee health
 - 2-4: Adopt new hygiene & health habits
- 3 Mitigate people risk
 - 3-1: Identify & support critical roles
 - 3-2: Decrease risk exposure
 - 3-3: Work on potential replacement
- 4 Manage workforce flexibility
 - 4-1: Analyze business impact on workforce
 - 4-2: Adapt existing workforce to decreased demand
 - 4-3: Adjust hiring
 - 4-4: Manage individual employee downtime
- 5 Communicate openly with empathy
 - 5-1: Identify communications channels
 - 5-2: Organize a clear communication structure
 - 5-3: Pass information to employees in a timely manner
 - 5-4: Educate employees and managers on COVID-19
- 6 Stand together
 - 6-1: Prepare your leaders
 - 6-2: Support employees and their families
 - 6-3: Build & enhance ecosystems
 - 6-4: Fulfill a larger purpose

- 7 Speed-up digital readiness
 - 7-1: Identify need & deliver needed hardware
 - 7-2: Provide appropriate software & tools
 - 7-3: Train your people on digital readiness
 - 7-4: Build technology support teams

Leverage COVID-19 responses to be ahead of the wave

Now

Near-term

Mid-term

People health

- 1 Accelerate smart work
- 2 Enhance corporate health & hygiene

Workforce readiness

- 3 Mitigate people risk
- 4 Manage workforce flexibility

Communication & support culture

- 5 Communicate openly with empathy
- 6 Stand together
- 7 Speed-up digital readiness

Have you set up a rapid-response team to tackle immediate responsibilities along the seven key topics?

Have you analyzed the strongest possible crisis impact on your organization and prepared for it?

Are you thinking beyond the current crisis and planning how to leverage newly gained knowledge?

COVID-19 responses for seven key people topics



Source: BCG

1 Accelerate smart work



1-1: Establish remote working

- Prepare workforce for online offline switch
- Create virtual social intimacy
- Determine key steps & resources needed in different scenarios to enable remote working
- Provide best practices, tools, and guidelines



1-2: Reduce large meetings

- Decrease onsite & offsite events, conferences, external visitors, and client meetings
- Pause catered lunches and close potential social hubs
- Prioritize which business-critical meetings must continue in person
- Provide virtual meeting best practices, trainings, tools, and IT support for troubleshooting



1-3: Setup virtual agile teams

- Define clear working norms for virtual agile teams
- Setup needed infrastructure and integrate latest technology



1-4: Adapt travel policies

- Limit travel to high-impact areas to essential business travel
- Implement travel policies and discourage use of public transportation
- Introduce travel health kits for field and service workers
- Track official travel restrictions & provide support for employees stranded away from home

Source: Reuters; Bloomberg; BCG analysis

Best practice examples



“Apple Inc. CEO Tim Cook offers employees at most of its offices the **ability to work from home.**”



BCG adapted “**smart**” working in response to office closure in affected offices

- Guide: Smart working tips & tricks
- Provision of a diverse set of IT tools
- Introduction of virtual agile teams



EU Commission & EU Parliament switching to remote telework & virtual meetings



Twitter restricts external visits in offices



Restricting non-essential travel & introducing remote work due to the outbreak

1-1: Example norms for remote working teams

Example



Required basis

- Everyone has access to the required technology and tools (computer, phone, Google Drive, Trello, Slack)
- The whole team has agreed to be fully invested in the remote working pilot



Explicit norms for time and location

- Everyone works from home by default
- Changes to the default presence to be communicated as soon as possible
- Regular working times (9-5) are to be expected by whole team



Project management processes

- Daily virtual standups to discuss progress and challenges to executing plan for the day
- Sharing of discussion materials at least 30 minutes before virtual meetings
- Weekly end-of-the-week team call to keep aligned and plan for the upcoming week



Centralized information

- All documents stored and shared on Google Drive
- Planning and execution tracking in Trello; key takeaways from meetings shared timely via Slack
- Team members proactive in content sharing/context setting/keeping team aligned using digital tools



Virtual teaming

- Virtual meetings with video preferred
- For all matters that require an immediate response, phone call or text is the best way to get in touch
- Online: E-mail responses expected between 9:00 a.m. and 5:00 p.m., unless otherwise agreed



Trust and teaming

- Always ask for help when needed and speak up if something isn't working for you; acknowledge the positives

1-1: Create virtual social intimacy

Virtual social intimacy should be created...

...during
virtual
meetings

- Share fun facts about each other
- What did your kids do today?
- How you are spending your commuting time?
- Contest for best fake background for everyone's video home office

... between
virtual
meetings

- Schedule virtual team dinners
- Pair people off for scheduled daily getting-to-know-you meetings




Three principles to successfully create social intimacy


- 1 Actively drive it—don't assume it will come automatically
- 2 Make it a routine—create time for it every meeting
- 3 Hold people accountable for doing it




1-3: Best practices for mitigating the challenges of virtual agile teams

1  **Invest in technology**


- Virtual colocation (e.g., shared physical e-whiteboards, standing video conferences)
- Infrastructure (e.g., continuous integration and delivery via Jenkins)
- Collaboration tools (e.g., Skype, WebEx)

2  **Prioritize ceremonies**


- Ensure full team attends key ceremonies virtually
- Use collaboration tools to ensure team is really "present" (e.g., video enabling for face-to-face interaction)

3  **Define team norms & overlap hours**


- Schedule overlap hours to enable real-time interaction
- Flex overlap hours (between offshore and onshore; can use rotation) so burden of inconvenience is shared

4  **Foster shared culture**

- Define a shared set of team norms and values across locations
- Bridge cultural barriers by creating a common vernacular


5  **Monitor signs of silo behavior**

- Monitor signs of breakdown in teaming and "us-vs.-them" mindsets
- Assess collaboration in health checks and pulse checks
- Integrate weekly virtual pulse checks to understand personal wellbeing & professional needs

6  **Allocate work strategically**


- Create accountability with clear allocation of work
- Plan work allocation to force deeper cross-squad collaboration

 Exemplary tools:

Trello 

Hangout 

Whatsapp 

Jamboard 

And last but not least ...
Trust that people will get their work done
or raise their hands if they can't

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2 Enhance corporate health & hygiene



2-1: Enable individual employee hygiene

- Provide health instructions and nudges, e.g., regarding hand washing
- Provide hygiene tools, e.g., hand sanitizer



2-2: Improve workplace hygiene

- Advise to keep social distance (1.5 - 2 meters) & increase space between desks
- Increase frequency of cleaning/decontamination cycles
- Consider closing facilities if risk becomes too high



2-3: Support and monitor employee health

- Monitor employee health, e.g., with daily temperature checks and installment of health apps or wearables (with employee consent)
- Leverage/install company medical officer/on-site doctors or nurses
- Provide thermometers and masks at facility entrance
- Delay work start to give employees time to commute without public transportation (i.e., walk, bike)
- Offer professional psychological support to address COVID-19 anxiety



2-4: Adopt new hygiene & health habits

- Advise introduction of social distance (1.5 - 2 meters)
- Revise/adjust social norms, e.g., shaking hands, work ethic when sick
- Relax sick day policy, e.g., sick day rollover, discretionary sick days
- Enable precautionary measures, e.g., unpaid sick leave for affected family members

Source: Reuters; Bloomberg; BCG analysis
<https://www.sueddeutsche.de/wirtschaft/coronavirus-notfallplan-quarantaene-unterschrieben-1.4832570>
<https://www.askamanager.org/2020/02/how-can-we-stop-people-from-coming-to-work-sick.html>

Enhance corporate health & hygiene

2

Best practice examples



VW is combining several measures in China

- Door handles and elevator buttons are constantly **cleaned**
- Air conditioning is turned off
- Meetings are allowed only in rooms that enable **distance of over 1.5 meters between participants**
- Employees have to wear masks



SAP is providing thermometers and masks for employees at reception desk



Twitter is pre-packaging and pre-plating food



Evonik is focusing on enabling individual hygiene & workplace adjustments

- **Hand-washing instructions** are provided in facilities and posters **nudge** employees
- **Physical barriers** are created in the lobby to mitigate risk of spread via receptionists

2-1: How to enable individual employee hygiene in five steps



1 Educate: Provide instructions for hygiene habits

- Gather information about the most important hygiene habits in collaboration with health experts and/or corporate medical officer
- Create posters & virtual flyers explaining habits¹: E.g., how to wash hands correctly
- Create digital and physical flyers with similar content that employees can take home to share with families and friends
- Add all hygiene measures to the intranet page and make it accessible 24/7



2 Equip: Supply the workplace with hygiene products

- Deposit hand sanitizers in all lavatories, kitchens, and places with high infection risk, such as elevators
- Put disinfectant wipes on tables



3 Nudge: Remind employees of hygiene routines

- Identify places where hygiene is most important: In front of lavatories, before entering canteen
- Place posters that remind employees of hygiene habits: Regular washing hands, using hand sanitizers
- Send e-mail reminders and if IT is ready, pop-up notes to phones



4 Govern: Define mandatory hygiene measures

- Specify which hygiene measures are mandatory and which are just recommended
- Differentiate among regions and different target groups of employees (e.g., older workforce, pregnant women)



5 Internalize: Create lasting hygiene habits

- Ensure that hygiene measures are incorporated as new standards by workforce to benefit during upcoming flu waves
- Learn how to nudge employees in the best way for future nudges

2-4: Adopt new hygiene habits when traveling

All public transport

- 1 Wash your hands often, with soap and water, for at least 20 seconds. This is the single most important way to control infections, and it's first among the guidelines for preventing the spread of disease on commercial aircraft
- 2 Carry alcohol-based hand sanitizer (at least 60% alcohol) in case water isn't available nearby
- 3 Avoid touching your eyes, nose and mouth with unwashed hands

If traveling by plane

- 4 Keep the air vents above your seat open to improve ventilation
- 5 Wipe down the arm rests and tray table with **sanitary wipes** and **bring tissues** to open the bathroom door
- 6 If you're seated next to someone coughing or sneezing, ask the flight attendant if you can be moved

COVID-19 responses for seven key people topics



3 Mitigate people risk



3-1: Identify & support critical roles

- Identify critical roles based on their criticality, interchangeability, and exposure
- Support critical roles with, e.g., increased team capacity and childcare opportunities (in case schools are closed)
- Closely monitor the health and activities of critical roles



3-2: Decrease risk exposure

- Increase protection and precautions for critical individuals, e.g., give regular nudges reminding colleagues to protect themselves
- Decrease risk of team infection, e.g., separate teams in different buildings or split teams with A/B shifts (office/home)
- Require these colleagues to work remotely where possible



3-3: Work on potential replacement

- Introduce shadowing or tandem solutions
- Give regular nudges to increase self-protection
- Leverage existing staff: Cross-skill people and have backup teams in place
- Leverage network: Re-engage retirees

1. Refine people health measures for critical functions
 Source: Reuters; Bloomberg; BCG analysis
<https://www.sueddeutsche.de/wirtschaft/coronavirus-notfallplan-quarantaene-unternehmen-1.4832570>

Best practice examples



Emergency plan to ensure business operations

- BU/regions asked to **identify critical roles**
- **Roles clustered by criticality**
- **Talent bench analyzed** to determine difficulty of backfilling essential roles & **adjusted** as necessary



“We are working with **split teams** in important operational areas as a precaution against the coronavirus.”



VW screens the health of **every truck driver** before they are allowed to enter **critical production site**

3-1: Identify critical roles

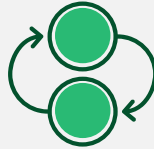


Criticality

The degree to which an infected individual in the cluster endangers business continuity.

Signs and types of critical positions:

- *Decision power holders*: Board members, heads of functions
- *Enablers*: IT roles for operating systems that make it possible for others to work
- *Special knowledge holders*: Experts on specific tools and technologies
- *"Bottleneck" positions*: Roles that, when missing, quickly create a bottleneck in key business activities, e.g., quality in production and control positions in large operations like power plants



Interchangeability

The degree to which an individual's work can be taken over by another person

Signs of a *low* level of interchangeability:

- *Limited number* of people in the same role
- *Difficult to shift* between businesses or geographies
- *No part-time* or freelancer options
- *High demand and no availability* in the market



Exposure

The degree to which an individual in the cluster is exposed to potential infection risks.

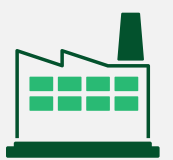
Signs and types of exposure:

- *Internal contact richness*: Receptionists, cafeteria workers, and coaches
- *External contact richness*: Salespeople, customer and other service positions, and account managers

Combination view to ensure **business continuity**

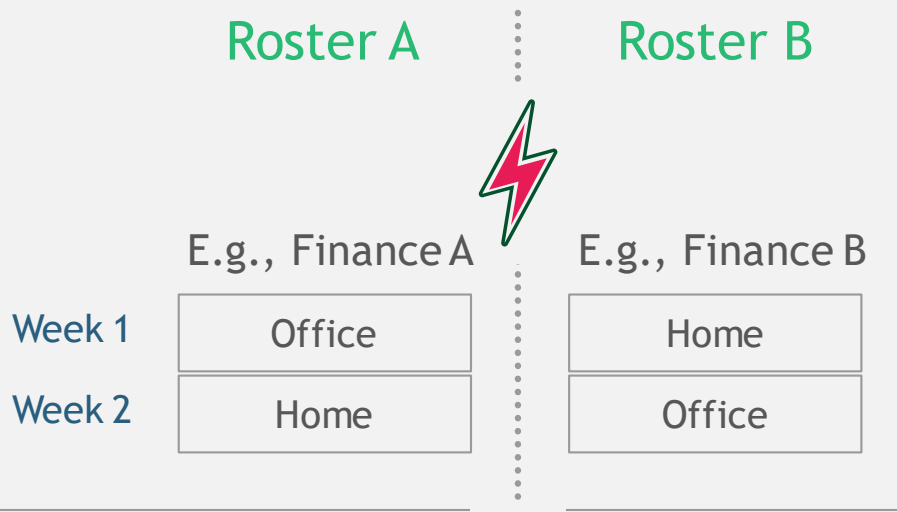
Single view to **minimize spread of illness**

3-2: Different options for splitting teams across functions



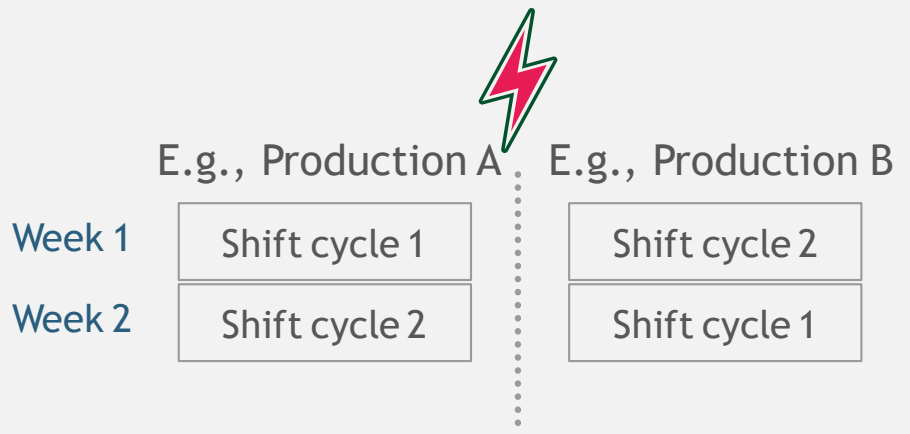
Office-based teams

Separation by location



Production plant teams

Separation by time



Split teams to contain risk of large infection chain

3-3: Four sources to ensure replacement of critical jobs



Internal:
Identify colleagues with similar skills who could step in into key roles or **cross-train** people in related positions



Affiliates:
Search the retired workforce and identify colleagues who could return



Ecosystem:
Look for **potential sharing** opportunities for selected roles across companies (e.g., in case of critical industries like energy supply)



Job market:
Bring in contractors with the necessary skill sets

COVID-19 responses for seven key people topics



4 Manage workforce flexibility



4-1: Analyze business impact on workforce

- Determine workload and volume adjustments
- Simulate workforce scenarios according to expected adjustments
- Closely monitor and analyze labor law environment



4-2: Adapt existing workforce to adjusted demand

- Leverage all options for working-time flexibility
- Reduce hired labor (temporary workers and contractors)
- Tighten work mode and alignment with social partners
- Manage potential shutdowns



4-3: Adjust hiring

- Adjustment of hiring volumes: Analyze how to reduce overstaffing risk
- Adjustment of hiring procedures: Review processes and analyze ways to maintain talent pipeline
- Postpone start dates of new hires



4-4: Manage individual employee down-time

- Employee-driven down time: Analyze impact and legal restrictions (quarantine, etc.)
- Employer-driven down time: Analyze possible opportunities, e.g., for trainings and up-skilling

1. Base salary for 70h of work/month, additional salary is only paid if they work more than 70 hours
Source: Reuters; Bloomberg; BCG analysis

Best practice examples



Announced **short-time work**



Review new hires; suspend some of them until further notice

Flexible salary model¹ of flight attendants built to buffer lower demand

Employees asked to take **unpaid vacation**



Employees are offered voluntary unpaid leave



Delta has also frozen hiring



Leverage **advanced analytics** to simulate impacts & identify measures for crisis management. Strategic workforce planning is used to provide immediate & actionable input for rapidly evolving scenarios (like the one imposed by COVID-19)



Announced **temporary site closures**

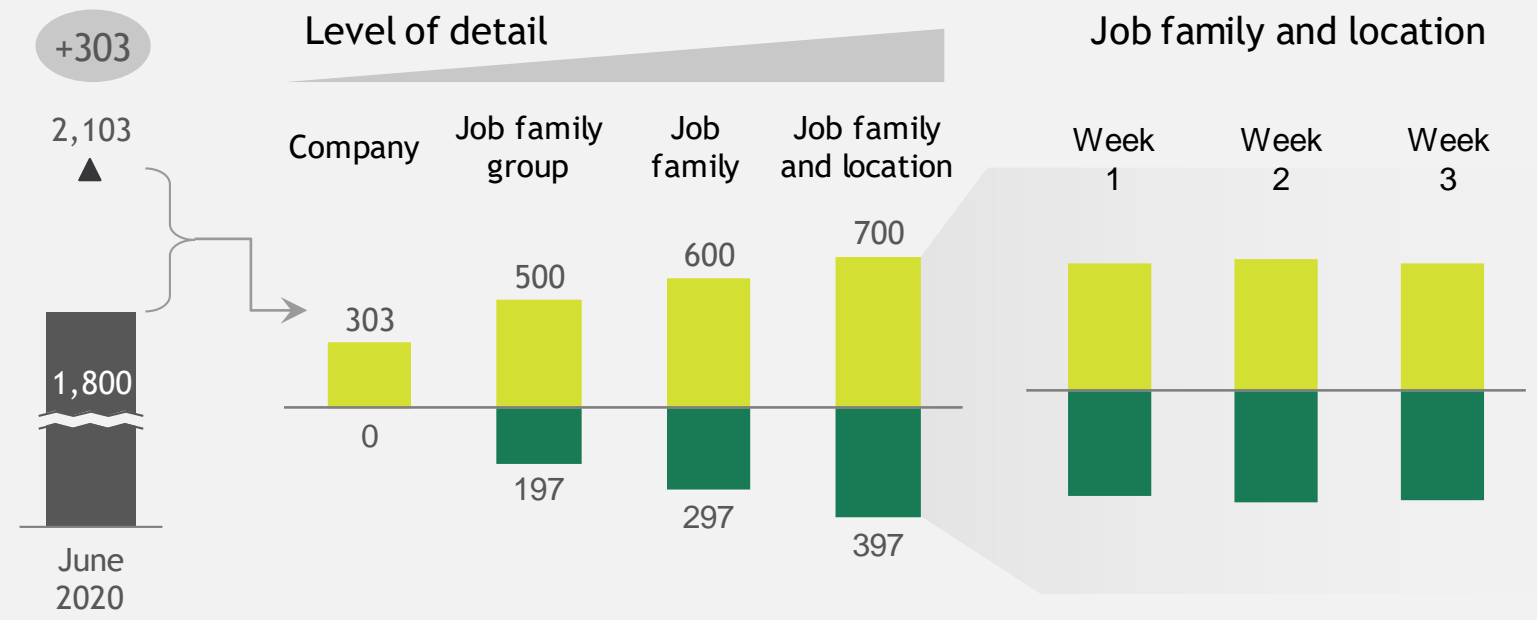
Plans to increase space between workers' spots by **reducing production**

4-1: Business impact on workforce must be determined for job families

Company view

Over-/under-capacity

Over-/undercapacity Overtime



Outcome

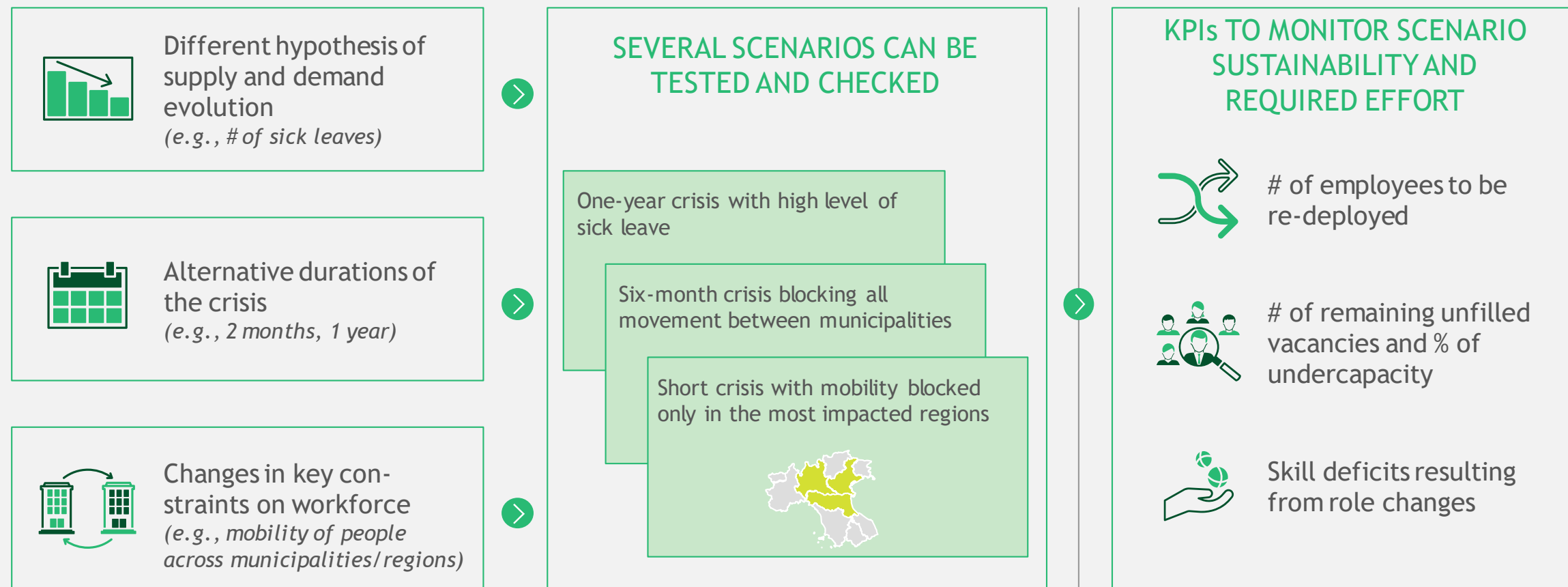
- Actionable gaps and potential surpluses by location and job family
- Sensitivity analyses and different scenarios to provide details on multiple development options

▲ As-is FTE
 ■ New demand FTE
 ■ Job family with surplus
 ■ Job family with gaps

Source: BCG Analysis

4-1: Analytics allow the generation of several workforce scenarios based on different possible evolutions of the crisis

Best practice example from Italian bank





4-1: Creating workforce scenarios helps companies estimate the impact of the crisis and plan the best way to react in advance

Source: BCG, Client experience & analysis



Showing how and where it is needed to run the operations with **reduced capacity**



Highlighting how to make up for limited movement by **boosting local redeployments** based on the skill set of each employee



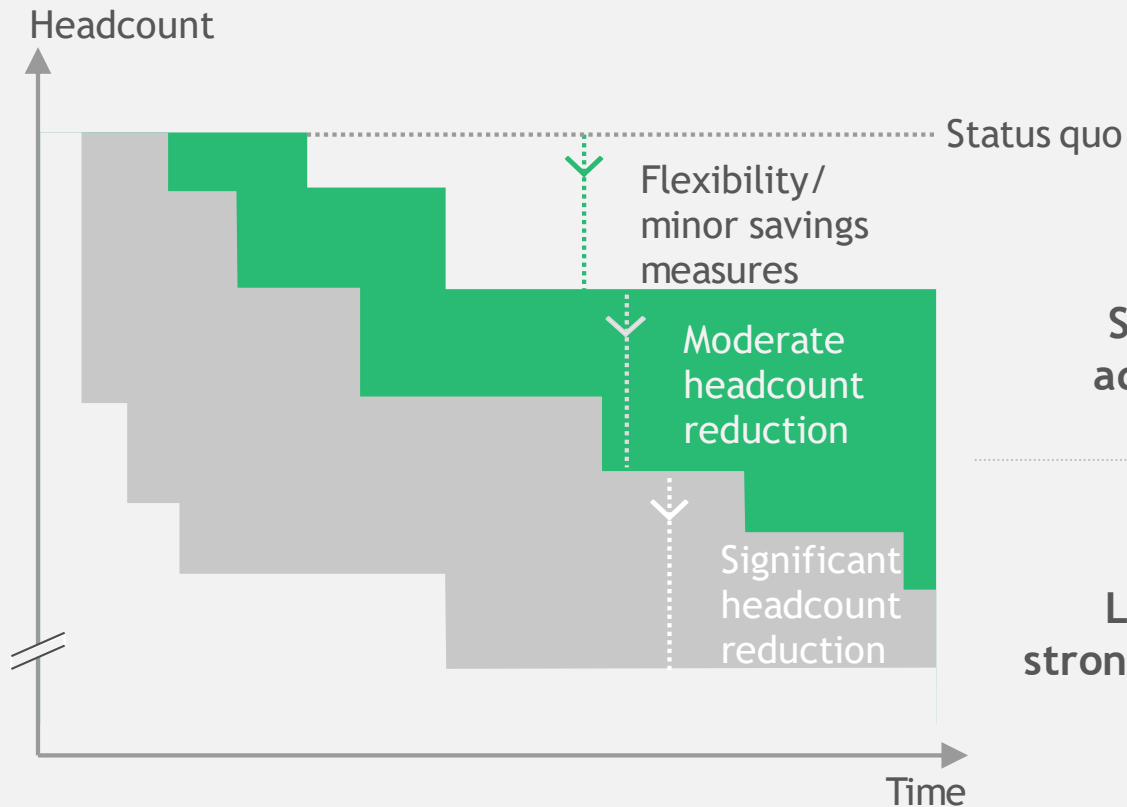
Identifying the most needed skills and where to **focus L&D effort** and organizing training activities accordingly

A lifebuoy is shown floating in dark blue water. The lifebuoy is orange with two grey reflective bands. A rope is attached to the bottom of the lifebuoy and extends downwards. The background is a deep blue, slightly textured water surface.

The leadership team needs a discussion about **People versus Profit** and to align on a set of People Principles to guide decision making

4-2: All options to harmonize workforce must be taken into consideration

Central people priorities leadership taskforce to drive diagnostics and take action quickly in tandem with line managers



**Short-term
adjustments**

- Vacation
- Extension/approval of leaves
- Overtime reduction/time-off
- Short-time compensation
- Dismissal of contractors
- Hiring freeze, delayed hiring



**Long-term,
strong adjustments**

- Personnel reduction (voluntary/involuntary)
- Workforce upskilling/reskilling
- Full restructuring of business

4-3: Multiple options to be considered when adjusting hiring procedures



Adjustment of hiring volumes

Analyze how to reduce overstaffing risk

- Reduce hiring budgets
- Replace vacant FT positions with temporary ones (e.g., internships)
- Fill vacant positions with existing employees
- Freeze hiring in general or for specific groups (e.g., contractors)
- Delay start dates



Adjustment of hiring procedures

Review processes and analyze ways to maintain talent pipeline

- Rely exclusively on remote recruiting procedures (e.g., video conference calls)
- Increase formal hiring requirements (e.g., experience and grades required)
- Reduce recruitment marketing efforts (e.g., postpone recruiting events)
- Increase talent retention programs for strong candidates until lift of hiring freeze (e.g., regular check-ins)

4-4: Employee downtime to be managed effectively



Employee-driven downtime

Analyze impact & legal restrictions

- Review general insurance policy implications
- Inquire about potential special legislation for sick leave or quarantine (e.g., compensation support for duration of isolation)
- Analyze implications of employees with sick children (e.g., increase of maximum of child sick days)
- Establish rules for handling specific situations based on legislation (e.g., parents need to stay home if childcare or school is closed and stop receiving salary)



Employer-driven downtime

Analyze possible opportunities

- Reskill and upskill employees (e.g., e-learning, CFA exams)
- Focus on business development tasks (e.g., design new products & services)
- Upgrade efficiency of internal systems
- Reallocate labor flexibly to different activities or other companies
- Focus on non-business development related tasks (e.g., social impact projects or internal office initiatives)

COVID-19 responses for seven key people topics



5 Communicate openly with empathy

Communicate openly with empathy

5



5-1: Identify communication channels

- Identify best communication channels, practices and frequency
- Create a backward channel to address employee concerns, questions and ideas
- Ensure that all employees have access to real-time communication
- Prepare an external communication channel on people related issues



5-2: Organize a clear communication structure

- Steer communication centrally
- Make a senior company executive responsible for communication
- Emphasize adherence to rules and compliance



5-3: Pass information to employees in a timely manner

- Keep track of new developments—WHO, CDC, BMG, NHS
- Send frequent updates on the situation, rules and guidelines
- Address rumors rising among employees and the general public
- Maintain a hotline for pressing issues



5-4: Educate employees and managers on COVID-2019

- Set up FAQ pages and organize virtual town hall meetings on how to avoid, diagnose and treat COVID-2019
- Extend the scope of information to employees' families

Best practice examples



BCG set up a global team to handle COVID-2019 challenges

- COVID-2019 internal microsite
- Daily all-staff updates on COVID-2019
- Continuous reiteration of travel restrictions
- Regular town halls meetings/calls to address employee concerns



Microsoft VP Kurt DelBene sent e-mails to employees on remote work, travel restrictions, prevention and symptom recognition



Google CEO Sundar Pichai and CFO Ruth Porat called on Google employees to mobilize during big moment, lean on each other and support Google's vital societal role



Facebook issued clear engagement guidelines and restrictions to all their employees and business partners



Chinese national hotel chain Huazhu leveraged their own information platform app Huatong to inform their employees and franchises

5-2: How to establish a successful communication structure



1 Recognize criticality of C-level engagement

- Put a C-level manager in overall command of crisis communication
- Foster confidence and commitment among the workforce
- Decide on purpose and format of communication



2 Enable middle management & front-line leaders

- Brief all leadership levels to raise sense of ownership and confidence
- Increase understanding of the process and goals to benefit implementation and outcome



3 Include employees

- Make early engagement a priority
- Ensure full employee coverage and outreach



4 Achieve communicative transparency

- Make messages as clear and concise as possible
- Issue clear rules and instructions and explain the consequences of violating company rules and policies

COVID-19 responses for seven key people topics



6 Stand together



6-1: Prepare your leaders

- Train & coach frontline leaders and managers, with emphasis on
 - navigating & leading in times of crisis
 - maintaining high employee engagement and empathy
- Develop measures and responses for worst-case scenarios



6-2: Support employees and their families

- Promote solidarity and helping mentality
- Provide assurance and pledge support to employees
- Consider unpaid family care leave
- Offer elderly care leave & childcare support (i.e., if schools are closed)



6-3: Build & enhance ecosystems

- Reach out and communicate within and across industries
- Drive cross-company/ecosystem collaboration



6-4: Fulfill a larger purpose

- Promote responsible behavior and lead by example
- Share knowledge and intelligence on COVID-2019 cases and spread
- Assist impacted areas and people

Best practice examples



Microsoft has pledged to pay full wages to 4,500 service providers, regardless of hours worked. They are also offering an extended six-month premium trial of the Microsoft Office 365 Team chat app



Cisco is offering the free version of its Webex service with no time restrictions. In addition, free 90-day licenses are offered to businesses that are not Webex customers



Google is offering advanced Hangouts Meet videoconferencing capabilities for all G Suite and G Suite for Education customers globally until July 1, 2020



Amazon announced the creation of a \$5 million Neighborhood Small Relief Fund to provide cash grants to impacted small businesses



Alibaba created a \$144 million fund to buy medical supplies for Wuhan and Hubei province

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7 Speed-up digital readiness



7-1: Identify need & deliver needed hardware

- Assess increased need for devices according to remote work increase
- Leverage & monitor company's stock of hardware (i.e., smartphones, laptops, headsets, charger cables, adapters, and other devices)
- Determine potential shortages of products & develop contingency plans



7-2: Provide appropriate software & tools

- Identify best video conferencing tools and virtual teaming apps
- Ensure secured shared file access, VPN protocols, etc.
- Ensure transparency on and access to digital collaboration tooling
- Stress-test systems to ensure they work in crisis (e.g., network bandwidth)
- Set up emergency communication technology



7-3: Train your people on digital readiness

- Develop digital training sessions & materials on remote work for different cohorts (basic, advanced)
- Set up digital learning suite & basic curriculum
- Kick off communities of practice for user experience sharing & exchange

"In the US, currently fewer than 5% of workers who are not self-employed work from home at least half of the time."¹



7-4: Build technology support teams

- Provide IT support line and services for remote workers & teams
- Set up guidance on cyber security, tools & tech during home office
- Create learning material & best practices on virtual teaming and identify potential external sources of training

Best practice examples

LADDERS

“Ladders, a U.S. based job search and expert network, is **training employees** working remotely to be prepared for hiccups when needed.”



Global workforce Analytics

“What companies should be doing right now is practicing. Start sending people home, start **teaching them the protocols.**”



IBM, which 3 years ago ended remote work for some employees, asked workers in coronavirus-affected areas to **work from home** “wherever possible.”

1. <https://www.washingtonpost.com/business/2020/02/28/workplace-coronavirus-work-from-home/>

7-1: Overview of example tools that can be used to support effective collaboration during virtual sprints

Agile management tool: Trello

Project management tool to provide overview of deliverables & track progress



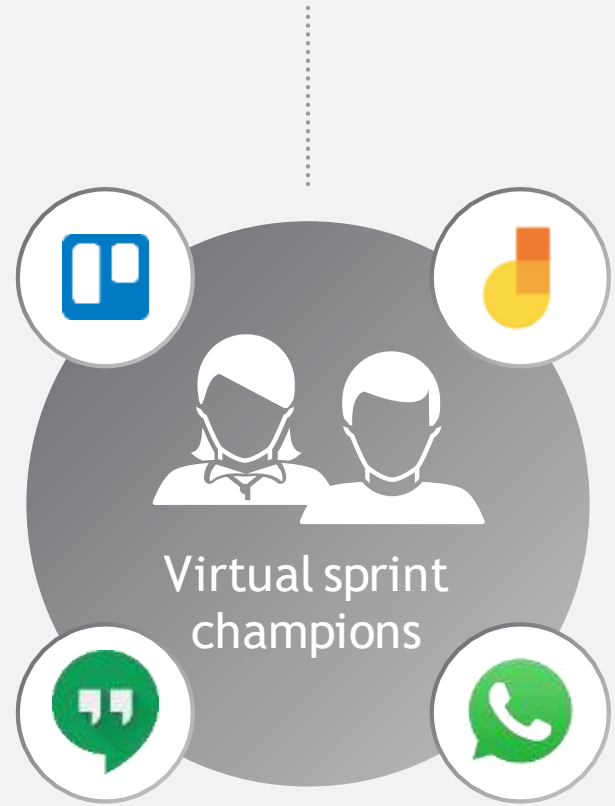
Whiteboard: Jamboard

Virtual flipchart to capture and share joint outputs of sprint team



Live streams: Hangout

"Virtual rooms" for interactive and engaging discussions in teams (similar to WebEx)



Chat room: WhatsApp

Traceable joint communication channel to facilitate information distribution



Source: BCG, Client experience & analysis

7-1: Short-term assessment of stability of IT backbone is essential for increasing remote work

Case example

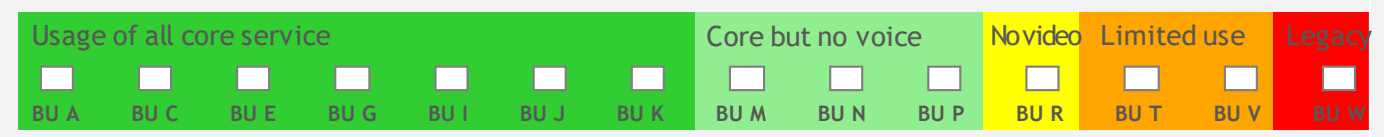
Category

Assessment per Business Unit (BU)

Measures



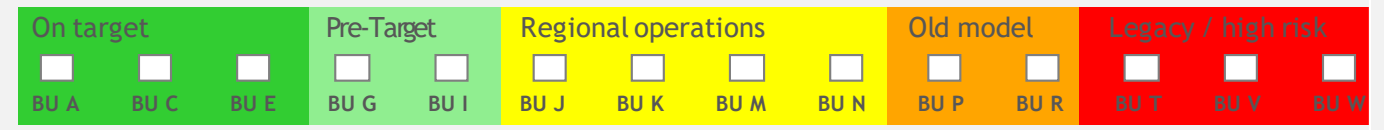
Network



- Conduct stress test
- Increase network bandwidth



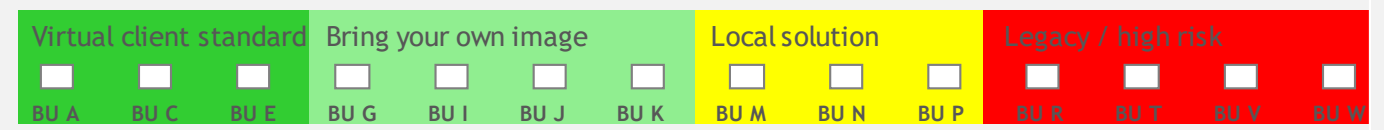
Data Center



- Review business continuity
- Identify critical roles



Workplace



- Order additional notebooks
- Ad-hoc rollout of collaboration tool

BU = Business Unit
Source: BCG Platinion



A lot of questions need to be answered from a people perspective very soon

“

What if whole BUs need to shut down due to infections?

“

What happens if one of our employees infects a business partner/customer, ... ?

“

What happens if the government restricts travel and people's movement?



“

What do we do if a colleague dies?

“

How can we set up virtual collaboration for 1,000 people?

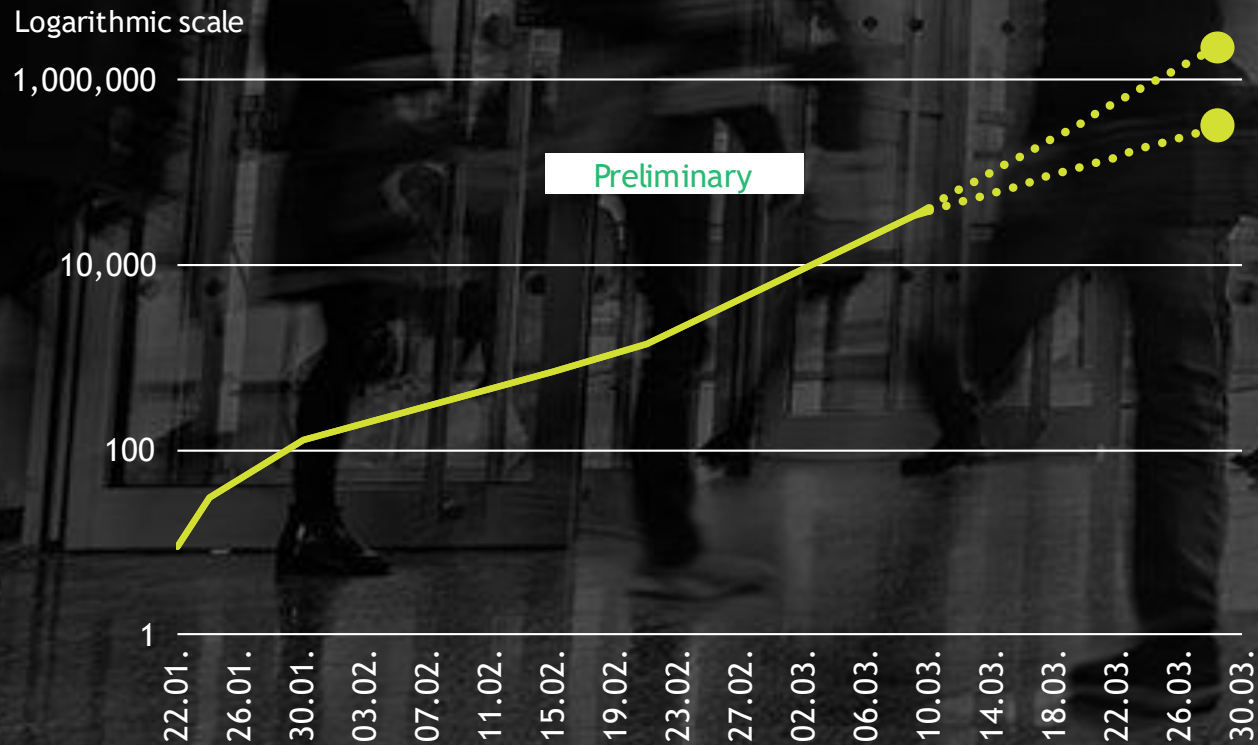
“

What if employees refuse to go to work due to COVID-19 risk?



Pessimistic scenario might lead to many infections in the next month

Exponential curve of total cases outside China with scenarios



Note: This is not a forecast, these are two scenarios based on past growth rates
Source: worldometers.info; BCG analysis

What would further exponential growth of infections mean for your organization along the seven people responses?

Be prepared.

What should you do to react appropriately to COVID-19?

Set up a rapid response team with seven squads along the key responses¹

Seven squads

- 1 Accelerate smart work
- 2 Enhance corporate health & hygiene
- 3 Mitigate people risk
- 4 Manage workforce flexibility
- 5 Communicate openly with empathy
- 6 Stand together
- 7 Speed-up digital readiness



People health



Workforce readiness



Communication & support culture



Squads ...



... consist of 3-7 people per squad¹



... are responsible for their topic end to end



... align with each other on a daily basis



... have clear decision rights to take control and report directly to the CHRO



... ensure global coordination and geographical adaption



... think ahead and ensure the collection of best practices to stay ahead of the curve

1. Depending on the size of the company
Source: BCG

Be ahead of the wave in three steps

Now

Near-term

Mid-term

People health

- 1 Accelerate smart work
- 2 Enhance corporate health & hygiene

Workforce readiness

- 3 Mitigate people risk
- 4 Manage workforce flexibility

Communication & support culture

- 5 Communicate openly with empathy
- 6 Stand together
- 7 Speed-up digital readiness

Have you set up a rapid-response team to tackle immediate responsibilities along the seven key topics?

Have you analyzed the strongest possible crisis impact on your organization and prepared for it?

Are you thinking beyond the current crisis and planning how to leverage newly gained knowledge?

1 Set up squads for the seven topics

2 Identify and tackle key now and near-term measures along the seven topics

3 Use mid-term measures for successful rebound

BCG's expertise



People expertise



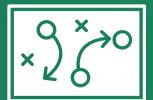
Change Management expertise



Contingency planning & crisis response



Strategy



Sector-specific responses

Who to reach out to



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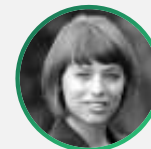
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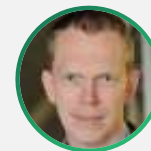
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