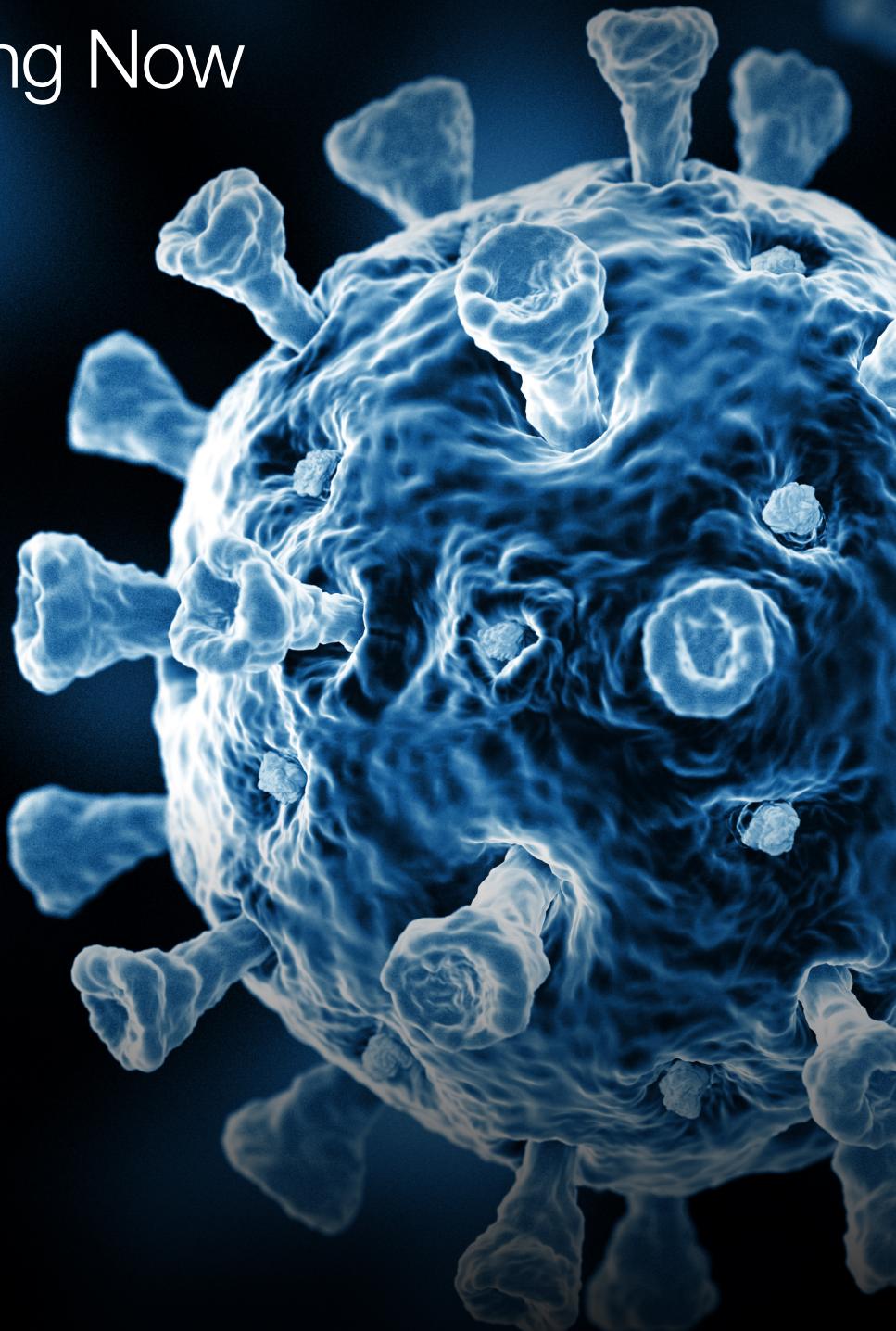


The Big Reset Playbook

What's Working Now

AUGUST 2020



joshbersin
academy

The Big Reset Playbook: What's Working Now

In February and March of 2020, the global pandemic set in. Originating in China, the virus spread around the world. People began to recognize that the virus was dangerous and highly contagious. By early March, much of the world was in some form of lockdown. Social distancing, hand-washing, masks, and a new online life had begun.

Companies in every industry sector have been impacted. Travel, hospitality, food service, fitness, and other “close interaction” businesses were immediately halted, and most other companies sent their office workers home. Healthcare providers saw an immediate drop in demand for all high-margin procedures and visits and started to prepare for COVID illnesses.

Countries began seeing acute shortages of ventilators, protective equipment, and sanitation supplies. Some manufacturers responded by changing production lines and producing new products to meet these new needs. Many tech companies started to see explosive growth, as more and more of our lives went online.

As an organization dedicated to the support and professional development of HR, we immediately realized the need for rapid learning and sharing of information among the HR community. So, through the Josh Bersin Academy, we immediately started a series of multi-hour, online meetings with HR executives to understand their reactions, responses, and new strategies for supporting workforces. At the time of this writing, we have worked with representatives from more than 160 companies, and we learn more every day.

Generally speaking, the Big Reset is a reset of our economy, social lives, home life, and businesses. In the early days of the pandemic, we identified five elements relevant to all organizations: 1) New ways of working, 2) New financial priorities and budgets, 3) A new, more empathetic role for leadership, 4) A renewed and deeper focus on trust, wellbeing, and support, and 5) A new role for HR. This report summarizes our findings to date. The Big Reset Initiative is an ongoing

program, so we will publish updates to this report throughout the remainder of the year and into next.

Four Phases of the Pandemic

We see the pandemic and its business and workforce impact in four distinct phases. As we've seen in recent months, these phases have no clear transition points. The continued spread of the virus calls for constant evolution and continual adaptation, often dependent on geography and market economics.

- **React:** Identify who is affected, understand travel and work patterns, identify locations at risk, and develop data systems and response programs that enable fast communication, multi-functional collaboration (HR, facilities, finance, safety, IT, and legal all tied together), and quickly (daily or hourly) respond to a very asymmetric, violent set of unpredictable issues.
- **Respond:** Develop a series of programs to help employees work at home, implement new sick pay and benefits programs, train people for team leadership in a highly flexible, dispersed environment, and create programs to support families, people who fall ill, employee mental and emotional health, and many other forms of support.
- **Return:** Develop new protocols and systems to keep employees and customers infection-free, safe, and secure in work environments.
- **Transform:** Redesign products, services, and work experiences (for employees and customers) to meet new demands and requirements for safely operating in this new world.

REACT	RESPOND	RETURN	TRANSFORM
HR, IT, Facilities come together	Remote work training and tools	Move and change roles, train for new roles	Reinvent business model
Response task force assigned	1:1s, communications, team connection	Create new protocols for safety and health	Rethink customer experience and demand
Set up emergency team around the world	Programs for mental health and resiliency	Define who "comes back" and who doesn't	Move and change roles, train for new roles
Daily standup meetings	Increase access to counseling	Create distancing guidelines in office	Redefine customer engagement model
Regular all-hands and CEO communications	Cost offset for childcare	Buy masks and other safety equipment	Create new business plans and goals
Essential vs. Non-Essential workers	Wellness, safety tips, education on virus	Stay current on local regulations and changes	Redefine org structure for new world
Real-time data on infection and travel	Exercise, fun, kids programs	Identify "fear of return" and address issue	Set in place ongoing measurements
Real-time feedback and surveys	Online learning on every topic	Formalize infection reporting process	Identify new HR tech platforms
Reporting of problems, infections, issues	Home school help and programs	Decide new process for pay and performance	Realign careers and jobs for new business
Remote work policy	Daily communications on status and policies	Reset expectations around productivity	Invest in citizenship and diversity
Stipend for home office equipment	Coaching and counseling on stress	Create new flexible work policy	Deal with Black injustice issues
Support India and remote offices	Furlough or job policies	Decide what locations to close	Redefine brand and marketing message
Empower HRBP to act and coordinate	Mandatory leave, vacation policy updates	Put people into working teams	Create scenario for new wave of virus
Cut or realign budgets	Update to performance process	Create program around stress and PTSD	Partner with infection, safety vendors
Share business downturn and changes	New workforce plan, new hiring plans	Invest in pay and benefits for economics	Rethink hiring plan
CEO Chief Empathy Officer	Swap workers, support dislocated people	Align with ongoing government policies	Strengthen internal mobility programs
Support leaders to help remote workers	Change bonus accruals, exec pay	Support local community programs	Roll out new work at home strategy
Provide support to furloughed people	Regular pulse surveys and feedback	Train employees on productivity at home	Roll out new facilities strategy
Return and remind of values and mission	Remote interview, onboarding	Roll out new wellbeing program	Roll out new customer interaction strategy
Show positive future and optimism	Train managers on new role and issues	Roll out new leadership support program	Give leadership a rest and new energy
Put big projects aside	Apply for government support in location		Redefine company mission

Figure 1: Four Phases of the Pandemic

Big Reset Working Groups

As we started to convene meetings with these 150-plus executives, we quickly realized that participants had different issues and interests. Therefore, we formed four working groups and people self-selected accordingly. Each group was led by a senior faculty member of the Josh Bersin Academy.

1. **Culture and wellbeing:** This group discussed wellbeing, culture, reward systems, and all the new ways companies were thinking of supporting employees while working from home, in a new work experience, or in a highly uncertain and risky environment. This group was led by Nancy Vitale.

2. **Workforce transformation:** This group focused on how jobs were changing, how responsibilities shifting, and how companies were transforming work processes to maximize productivity. Discussion around new and evolving roles, skills, and workforce management happened in this group, which was led by Nazneen Razi.
3. **Leadership and learning:** Participants discussed all the issues related to realigning, supporting, and developing leaders at all levels. Members talked about the need for new leadership models, new leadership support programs, and the massive amount of training and coaching needed to develop to support leaders in this uncertain time. This group was led by Nuno Gonçalves.
4. **Return to Workplace:** This group discussed the new protocols, procedures, and practices for offices, stores, warehouses, and plants that have reopened, or will be reopening soon. This group was led by Peter Sackleh.

Throughout this report, we will give you detailed examples and case studies of what we discovered. Other findings and resources are available to Josh Bersin Academy members. The Josh Bersin Academy is a highly scalable learning and information platform for HR professionals, and we encourage you to join to get access to the full range of information we are capturing. Members will find video interviews, events, and programs on topics such as resilience.

Every company in every industry -- from airlines to food service to financial services to telecommunications to technology -- is in the middle of a business transformation. Customers do not want to do business the old way; they now want low-touch interactions with companies, products, and services. That means almost every customer-centric operation has to change.

Behind this, employees have to change as well. Employees in hotels or restaurants who are interacting with other employees or the public need safe ways to commute to work. They need to guidance on what to wear, how to use canteens and lunch rooms, the protocols for elevators and restrooms, and much more. Such employee-centric changes are essential pre-requisites to the business and customer transformation taking place.

HR teams are focused on these and many other issues – all revolving around ways to help the company stay in business and keep everyone safe.

Twenty Key Priorities

Following are the top priorities for HR and their teams identified in the Big Reset working groups.

1. **Continuous and real-time communication with employees:** A new focus on empathy, support, and connectiveness is critical to success. Every single HR leader in our groups discussed the enormous need to create a new support structure for employees at all levels. This includes frequent (daily or weekly) communications, all-hands meetings, and lots of listening, surveys, and feedback. While much of this was happening before the pandemic, now companies are now making these and other activities top priorities. AB InBev started with weekly pulse surveys at the start of the pandemic and continues to pulse its employees on a regular basis, with survey questions customized for different geographies. AB InBev and other companies now update their communications, learning, and even procedures every week based on this feedback. These updates include new micro-learnings, videos, and policy updates (Atlassian, Kern Health Systems). This new emphasis on employee communications and response to feedback, typically being led by HR, has put many CEOs into the role of “chief empathy officer.”
2. **Wellbeing in all forms:** The second overarching priority is a complete top-to-bottom focus on all aspects of employee wellbeing. Studies by Towers Watson and many others show that workers are under enormous stress. The \$46 billion wellbeing market is transforming itself to address the current stresses employees are facing, along with other mental and physical health issues. Not only are companies conducting yoga classes and positive thinking programs, they’re doing cooking classes, delivering education and training for children, and adopting many different types of coaching on physical, mental, and financial fitness. Chubb Insurance created a “taking care” series and brought in authors and experts from many domains; PepsiCo created a global wellbeing

- communications program in days; Santander focused its entire response around health and family support. Yum! Brands created an end-to-end program spanning employee safety and workplace protocols, contactless customer service, and emotional wellbeing. Amicus now uses an online system that prompts employees to take safety clearing and distance measures and sends alerts when office density rises, alerting people to stay at home.
- 3. Supporting and developing leaders:** Among the many employee groups going through massive change, one group most affected is management. Work group participants discussed how their leadership programs needed to change to address different working conditions. Today, leaders need to learn how to supervise and support people working at home. Every leader needs to become comfortable supporting employees and their families. Trust, patience, and forgiveness are new leadership qualities (see the model later in this report). Autodesk, Ford, Verizon, and ServiceNow are among the companies refocusing leadership development on communication, support, empathy, and trust.
- 4. Multi-functional HR.** HR teams must now broaden their areas of expertise and work directly with other functional areas of the business such as safety, facilities, IT, legal, and finance. Many HR teams are finding that their scope of responsibility has expanded, and in some cases, people are moved into completely new roles. HR professionals have to learn about workplace safety, public health, and facilities design. They have to deal with issues like employee commutes, restroom and cafeteria policies, and a myriad of legal issues created by the pandemic. Yum! created safety officers with integrated responsibility in each location. Digital Bank of Singapore created crisis response leaders in each geography who were responsible for the integration of safety, workplace, HR, and legal issues. Sabre reinvented its HR operating model overnight, bringing together a multi-function HR team to design a new voluntary retirement program and series of other offerings and to create a cross-functional, 24-hour-a-day service center.
- 5. Adapted talent practices.** Throughout the pandemic, most organizations have continued to hire, onboard, train, manage, and promote their people. But every one of these talent practices has changed. Recruiting and onboarding is now being done digitally, often with great success. Companies such as L'Oréal, Microsoft, Epic, and Atlassian are using video interviewing, managing internships remotely, and conducting online onboarding. AB InBev and JP Morgan adapted their performance processes to reflect continually changing goals. In fact AB InBev found that its Leadership 360 program, which was being considered for cancellation, had the highest response ever (97% response), demonstrating how important people believe leadership is at this point in time. Edwards Lifesciences conducted design thinking sessions to brainstorm new solutions for remote work, team collaboration, and Zoom fatigue. Bank of America, Sanofi, Santander, Novartis, and many others continue to upgrade their learning and career management programs as people are being moved into new roles. RBC, for example, transitioned 40% of its branch employees to remote work and retrained them to become financial advisors as well as bankers. Sainsbury's used its "Christmas Priority" process to shut down all non-essential talent practices and let people focus on food delivery, retail operations, and digital services. Sabre did a total organizational reorg, asking 60% of employees to change roles or managers or both. All these program changes were supplemented with extensive communication. In all cases, adoption was higher than expected.
- 6. Digital transformation at speed.** Executives have discussed how rapidly their employees adopted digital tools for remote work, recruiting, onboarding, collaboration, and communications, as well as for surveys and check-ins. Tools for daily attestation, virus response, remote onboarding, team collaboration, and real-time information were implemented in days or weeks. The adoption of large-scale HR systems was often put on hold or slowed down while resources focused on rapid digital solutions. At Continuum Global Solutions, a contact center that experienced a surge in demand, the company accelerated training and onboarding through rapid deployment of online digital tools. Employees were able to get through materials much quicker due to reduced distractions often encountered in office environments, while engagement and retention

- levels improved as well. A PepsiCo executive talked about the importance of “being scrappy” and solving problems quickly.
7. **Agile problem solving without agile methodologies.** More than a third of executives describe their companies as “agile” in the way they operate, but most of them refer to the formal agile development and design methodology. The pandemic has put agile thinking and problem solving into daily work, without the formal processes. Leaders have seen that employees can work together in teams and, with focus, solve problems in days or weeks. The traditional lengthy processes to agree on solutions, gain stakeholder buy-in, create solutions, and gradually drive adoption are being dramatically condensed. We hope this newfound agility continues. PepsiCo, for example, developed a virtual onboarding program in four weeks that probably would have taken six months before the pandemic. Nextdoor developed a new COVID communication portal using an existing onboarding system over a weekend. AB InBev is supplementing its annual engagement survey with regular pulse surveys; the company received approximately 7,500 weekly responses at the pandemic’s height. The company also revamped its performance management process to create monthly check-ins, a project that had been lagging for years.
8. **Direct focus on family.** Most of us have been taught to leave behind our family problems at the start of each workday. Issues such as sick children, children out of school, aging parents, or health problems were largely ignored by employers. That has all changed. Leaders are developing many programs to directly support workers and their families. Chubb and Autodesk used internal Slack channels to create family and friend caretaking tools, tutoring aid, and cooking classes. Nokia identified all employees who were likely home alone so they could receive special attention; the company also identified families with aging parents who needed special support. ServiceNow offers schooling and cooking classes to children. Novartis made its Coursera library available to all employees and their families. Honest Burgers opened restaurant locations specifically designed to be close to employees so they would not have to take public transportation to work. Chubb Insurance held family hours online and movie nights. Kerns Health System had a driven-in movie night in the parking lot.
9. **Maintaining productivity while adapting.** Employees now have so many distractions (family issues, health worries, safety concerns) and the digital always-on workplace is so distracting that many HR leaders have been looking at ways to make work easier while maintaining productivity. This is now especially important with so many workforces dispersed. Companies like Danone, Bank of America, DBS Singapore and others quickly developed training and support programs to teach people how to run meetings, how to manage remotely, and how to stay focused in a world of never-ending interruptions. And many companies (L’Oréal, Atlassian) set aside “no-meeting times” so people could focus, rest, and re-energize themselves instead of becoming drained by video conferencing all day. The CEO of Sabre saw that employees were so productive when working from home that the company now has a new “work anywhere” strategy.
10. **Remote and flexible work goes mainstream.** Prior to the pandemic about half of the companies we surveyed did not permit work at home. Today it’s 99% or more. Almost every company now has work-at-home policies, tools, platforms, and systems. The tech industry has exploded with growth. Autodesk set up a whole series of Slack channels to help people talk about home issues, childcare, and work productivity from home. ServiceNow and Chubb have their CEOs on all-hands calls supporting people at home and giving them a stronger than ever sense of belonging. However, it’s important to remember that many companies have large numbers of employees who cannot work from home. For these employee populations, we’re seeing more flexibility in work hours in order to help people juggle child care, commuting issues, and other responsibilities; some are even giving employees extra money to help defray child care costs when schools and daycares are closed.
11. **Purpose matters.** In times of uncertainty and ambiguity, people are desperate for a sense of purpose. Leaders who understand the importance of a unifying sense of purpose are finding competitive advantage. Sainsbury’s purpose is to “feed the nation.” ServiceNow’s purpose is to create

workflow tools to help its customers manage business through the pandemic. Santander Bank and Royal Bank of Canada talk about the purpose of helping their customers and communities better manage and improve their financial lives. And of course healthcare providers like the University of Nebraska Healthcare System, the largest healthcare provider in Nebraska, are focused on understanding and eliminating the virus. Employees at all levels have told us that they feel inspired and energized by their organizations' purpose – it helps them see through the uncertainty and focus on doing a good job.

12. **The rise of trust.** In my very first article about the pandemic, I predicted a need to reinforce trust. Research by Edelman and others shows that citizens around the world do not trust government (only 14% of Americans believe the federal government will do the right thing) and many don't trust the media. But most people do trust their employers. Therefore, it is critically important that company leaders live up to this sense of trust. When companies don't create safe workplaces, there are immediate repercussions (and we often read about them in the news). So CEOs and operations leaders are now in a world where trust (which I define as competency, ethics, and listening) is sacrosanct. Many companies have chosen not to lay off workers (ServiceNow, Banco Santander, DBS Singapore, Verizon, Danone, Target, and Wal-Mart are among these); some have given employees pay raises. Such moves are not only business continuity strategies; they also create trust and loyalty in a time of extreme stress.
13. **Distributed authority and empowerment.** Any response to the pandemic must involve both centralized information and policymaking coupled with local authority, skills, and information. Pizza Hut, for example, created local "health-at work-officers" who take responsibility for back-to-work policies and implementation. PVH executive said that local business partners in Italy shut down stores well before headquarters took enterprise-wide action. DBS Singapore has country-located crisis teams that bring multi-functional leaders together. Companies are now pushing forward on the goal of creating more distributed organizations with empowered employees – operating under a network of shared awareness, policies, and rules.

14. **Improved pay and benefits.** As odd as it sounds, many employers we talk with are raising pay, increasing benefits, improving sick pay, expanding leave policies, and generally helping employees with many aspects of their financial lives. Target, Wal-Mart, Verizon, and Chubb are among those companies that either raised wages or made "no layoff policies" almost immediately.
15. **Learning all the time.** One of the most interesting findings from all our conversations is the massive consumption of learning. Sanofi, for example, launched a new corporate university at the start of the pandemic and found that company employees consumed almost a million hours of training in just two months. In addition to learning about the virus and health, people are using spare time to learn about digital tools, professional topics, and new languages. Companies like Novartis have opened up their course libraries to families and children, enabling families to learn online as well. ServiceNow has teachers and chefs from the company facilities teaching classes (reading, cooking, exercise) to employees online. L'Oréal launched an online learning campaign called "Learning Never Stops" to accelerate upskilling at scale. At the same time, it put into place initiatives to foster collaboration and community connections. A L'Oréal executive made an important point: today people need more contact, not more content. Therefore, it's important to complement online learning with some kind of interaction and collaboration.
16. **Rules and policies with consequences.** One of the other findings that comes from our working groups is the need for clear policies to address pandemic-related issues. Do I have to wear a mask? Am I allowed to stay home until I feel safe? What if I don't feel comfortable taking public transportation? Will the company pay for my home office supplies? Can I take a leave if my kids are out of school? Policies around these issues – and many others – must be clear and well communicated; otherwise people are uncertain and confused. As Keith Hutchison from NationalGrid put it, people feel more comfortable when they know what's optional and what is not. HonestBurgers, Humana, Legendary Entertainment, and Autodesk all created in-depth playbooks for every detail of the new work environment. Humana's playbook is 175 pages long and updated every week. This also

- means ensuring policies (pay, benefits, work allowances) are equitable and fair to all employees.
- 17. Operating under uncertainty.** Again and again, people ask “when will life go back to normal?” Most of us are now realizing that we’ll never see the “old” normal and that uncertainty will be with us for many months to come. Therefore, enlightened compay leaders are realizing they must organize and manage for continuous uncertainty. They accept that the virus, local conditions, laws, and political instability will likely cause further change, sometimes in impossible to predict ways. This means HR leaders must communicate readiness to help, regardless of conditions, and they must convey a sense of optimism and competence even when conditions as continue to change.
- 18. Positive psychology.** Currently, there is much discussion about the need for mental, psychological, and physical resilience. Resilience demands optimism, a sense of joy, and a realistic but well communicated vision of the future. Companies are using coaches, psychologists, and many new tools to help employees take a positive view of the future – because without it, employees cannot come to work with focus. For instance, Legendary Entertainment, one of the most successful movie and comic publishers in the industry, hired life coaches to help creative and executive staff learn to meditate, practice yoga, and embark on vigorous exercise regimens at home.
- 19. New workplace protocols.** A whole series of new workplace protocols are being developed. These encompass areas such as workplace operations, workplace technology, safety and wellbeing, service delivery and execution, logistics, and culture. Every company is reinventing these areas and deciding when, how, and under what conditions people return to physical workspaces. There are new protocols for testing, identifying vulnerable employees, PPE supplies and policies, OSHA and cleaning protocols, insurance and benefits realignment, and a myriad of new policies for work at home, remote work technology, and collaboration. In almost every company, the HR department is coordinating with peers in facilities, safety, operations, legal, and finance functions to develop new policies and protocols. L'Oréal created an e-learning program, “#safetogether,” to secure the return of employees to the workplace; the company has made the program available to other companies and the public. I think one of the most interesting comments came from a L'Oréal leader who said that as a result of the welcome back to work kit, protective measures, cleaning protocols, and safety changes, employees feel they are safer at work than anywhere else.
- 20. Unity: Coming together.** Finally, let me summarize one of the most common topics we learned about in this sprint. Every single leader told us that the pandemic created a sense of unity – unity among the employees, among customers, and across all corporate functions. In many ways, the pandemic forced us to tear down our functional silos and work more closely together than ever before. People are inspired and energized by the sense of purpose, togetherness, and urgency in this time of change.

Lessons From The Front Lines

Over the past two to three months, we have had conversations with these 150-plus HR leaders as part of our Big Reset working groups. In this section, we would like to share some of the most interesting. In the next phase of the Big Reset initiative, we will continue to host the working groups. We'll also be adding a fifth workstream to discuss diversity, inclusion, fairness, and racial justice.

Banco Santander *Purpose, Mission, and Health*

Banco Santander is a global bank with 200,000 employees in 32 countries. To continue serving its 140 milion customers over the past months, the company has moved approximately 115,000 employees to working from home and kept 70% of its branches and about half of its contact centers open. The bank is conducting an average of 3 million webchats and 800,000 video calls per day.

The company's core focus during the pandemic has been to keep as many branches open as possible with excellent

digital banking solutions in order to serve its clients while emphasizing health and safety for all. Banco Santander's purpose, to help people and businesses prosper, has been a driving force during the pandemic. The bank's cultural values, known as "The Santander Way," have unified employees.

The company used its global wellbeing program, "Be Healthy," as a core component of its strategy, covering physical health and mental, financial, and social wellbeing. The company has placed a big emphasis has been on health and mental fitness at for those working from home.

To foster mental wellbeing and digital disconnection, management in several countries decided to stop all emails, messages, or meetings during the lunch hour to give people a chance to rest. The company has also been delivering education on financial wellbeing and has given people enormous flexibility in their work hours, even encouraging people to check in with others (colleagues or customers) if they feel they can't work on a given day due to time or family pressures.

Finally, in the area of physical safety, the company has a two-way social contract with its employees. The company provides PPE and guidelines, and in return expects people to act safely and abide by the safety rules. They are having tremendous success because of the deep level of trust in the company.

One of the big surprises at Banco Santander is the amount of open friendships that have been created as people are at home. The company has movie nights, shared music playlists, and open Zoom days where people can wander in and out to talk with each other. The company has used all these findings to reinvigorate leadership and teach them all about wellbeing, trust, and support in their role. I encourage you to read Banco Santander's Culture Manifesto for more.

Royal Bank of Canada Restructuring and Transformation

RBC, one of the largest banks in Canada, shut down almost 40% of its branches in the early days of the pandemic. In just three weeks, the company moved almost 75,000 employees, including those working two trading floors, to working from

home. As these employees were sent home, the bank sent them equipment to handle customer inquiries over the phone, essentially scaling up its 800# and online service.

As customers started to shift to online banking, the company saw a change in consumer behavior. In addition to their routine banking needs, people were asking for advice. How do I apply for unemployment? What are my insurance options? How do I extend payment on my credit card? How do I take out a loan?

This shift in demand forced the bank to rethink its branch support strategy. The CHRO and her team worked with the private client group to understand the types of financial advice and support people would need and started a program to upskill and retrain branch staff to handle these advisory questions. At the time we talked, RBC leaders had realized that their fundamental business was changing and they started a product team to look at new advisory products the bank could offer to affected customers around the country.

PepsiCo Moving Faster Than Ever Expected

PepsiCo is a large global conglomerate with more than 280,000 employees in more than 200 countries. The company has multiple business units and sells hundreds of consumer products around the world. The company's response to the pandemic has been focused on four areas:

- **Communications:** The company started a broad series of education and communication, including sessions by medical experts to continuously inform employees about the pandemic and the company's response.
- **Wellbeing:** PepsiCo promoted its global wellbeing program and added supplemental policies to help with physical and mental wellbeing.
- **New ways of work:** The company focused on technology, practices, training, and internet infrastructure around the world.
- **Listening:** PepsiCo uses week-by-week pulsing and open feedback, with a highly organized central listening team, to make sure all input is continually analyzed and responses are quick.

The entire four-pillar strategy and execution was pulled together in less than a week. Additionally, the company quickly rolled out a virtual onboarding program for professional employees in North America. Typically when new programs and projects are initiated, it takes months or years to gain alignment and develop a plan for design, implementation, training, and change. In the pandemic, however, everything changed.

Why and how was this accomplished so quickly? Essentially four factors drove the rapid response:

- The first was business urgency. In this case there was no debate about what the priorities would be. Employees were locked down so the need for a virtual solution was clear.
- Second, there was no debate on the goal or outcomes. In typical workforce projects, there can be big debates about the problems to solve and area for focus. Coming to agreement can take months. In this case, the problem was simple: Enable new employees to onboard virtually while offices were closed. The team agreed on the focus of the program in hours, and everyone stopped what they were doing to pitch in.
- Third, the design was “scrappy.” Rather than designing a perfect solution that would scale and adapt to all of PepsiCo’s needs, the team focused on speed first followed with iterative improvement based on feedback. This is a well-known approach for Agile software and startup teams, but rare in large global companies.
- Fourth, PepsiCo built continuous feedback loops into the program. The company is already in the third revision of the program.

The company leaders now understand that agility is a key to its future and are looking at ways to become similarly agile in all HR initiatives.

Sainsbury's Retail Supermarket Feeding The Nation

Sainsbury's is one of the largest multi-channel supermarket and food service companies in the UK, with approximately 190,000 employees.

Sainsbury's corporate values drove the company's response to the crisis, proving the power of purpose. What became clear in the UK was that supporting the customers through the crisis was a matter of public service. The British Retail Consortium declared a “Feed the Nation” mission, which then became the centralizing and unifying purpose for Sainsbury's employees and community of suppliers. The mission created an enormous sense of pride, enthusiasm, and engagement among its people. Every employee – whether a truck driver, cashier, or store manager – had a shared purpose.

This highly focused mission also drove more agile decision-making and ruthless reprioritization

A second pandemic-related change was the rapid adoption of the company's digital offerings because customers wanted less direct interaction and more contact-free options, Sainsbury's saw enormous adoption of its Scan and Go technology. The demand for home delivery also grew exponentially, forcing Sainsbury's to hire thousands of new staff in its delivery business.

The company also ramped up its food delivery and care programs for the elderly. To deal with the heavy increase in demand for all these services, the company moved to “Christmas-like” workforce practices for recruiting, scheduling, and communications.

Sanofi Explosive Growth of Learning

Sanofi is a global pharmaceutical company with more than 100,000 employees in 100 countries and 73 manufacturing sites around the world. The company is well known for its vaccine business, so Sanofi employees are very busy and energized.

In the areas of learning and leadership, Sanofi was in a uniquely special time. As the pandemic took hold, Sanofi was just about to launch its long-planned corporate university. After pondering whether to delay the project, company leaders decided unanimously to go ahead and launch the corporate university.

Celia Berenguer, the chief learning officer, led the virtual launch. Approximately 14,000 employees joined the university in the very first webinar (the highest ever-attended event), and now Sanofi has more than 20,000 employees directly engaged in the university on a daily basis. As we've seen with many other organizations, the appetite for learning is voracious.

When the university launched at the end of March, Celia realized that the topics most needed were the basics of working at home, leading remote teams, managing and improving wellbeing, and understanding the pandemic. So the development team used the university launch to create a new set of topical programs designed for direct response.

The CEO saw the potential of this program, so decided to put out a challenge to see if employees could consume one million hours of learning by June 1 – which would mean every employee would have to engage in an average of 10 hours of learning.

Employees immediately took advantage of the opportunity. They not only took courses on remote work and wellbeing, but many looked to up their skills with learning about data science, analytics, digital tools, and basic biology and chemistry. By June 1, almost 900,000 hours of content were consumed.

One of the biggest lessons Sanofi learned in the crisis is the need to do less with less. While the pandemic did shift the company's learning focus to more urgent topics, the goal of one million hours of learning gave the HR team a singular purpose and helped turn the university launch into a huge success. Now Sanofi has a platform for global change, culture enablement, and growth – all introduced during one of the most important times in the company's history.

Yum! Brands

Going Back To Work In A Safe and Sustainable Way

Yum! Brands is a conglomerate that includes KFC, Taco Bell, Pizza Hut, and Habit Burger Grill. Yum! has more than 50,000 restaurants in 145 countries with 350,000 employees. The parent company has had to support a massive network of franchisees, employees, and owners during the pandemic.

The company's number one goal was to ensure total safety for every employee in every location, so the team had to immediately figure out how to redesign its physical restaurants and offices around the world. As Alex Martinez, the director of global talent for Pizza Hut International, described, this meant immediately creating cross-functional squads in each location that spanned responsibility for facilities, real estate, quality assurance, HR, and communications.

To scale this up, Yum! assigned a "healthy at work officer" in each global location. This person was responsible for staffing and managing the location's cross-functional team and also for case management and reporting of any infected employees.

To design the new work and customer experience, team thinking started from the first moment an employee arrives at a location. From the minute an employee parks her car or arrives on public transportation, Yum! put in place temperature check locations along with signage and clear rules for common areas. Lunch areas were redesigned for meal takeaways. The company also designed contactless digital processes for all customer interactions.

One of the big findings of the Big Reset working groups is the need for "shared awareness" – distributed authority with centralized communications and coordination. Yum! created this model with a command center for each global market. These command centers look at virus cases, travel schedules, legal changes, and local return-to-work practices and needs. These command centers coordinate and communicate with the local healthy at work officers to make sure they are all aware of local and regional policies and laws.

In terms of cleaning, Yum has rigorous cleaning schedules for all restaurants and restrooms. All employees are being trained on sanitation procedures so they understand precisely how to clean all surfaces and areas completely.

At this time, Yum! is not mandating that headquarters staff return to work. Employees can come back voluntarily and the company is expecting only 10 to 15% of staff to return. Yum! is using these early returnees to give the company feedback on what will make the work environment ever-more safe, secure, and sanitary.

The company has also provided to returning employees welcome kits with PPE and reassigned seating. Conference rooms are being reconfigured and cleaning supplies put into each.

Yum!CEO David Gibbs has been involved in all aspects of the crisis response. He is online every week to talk about what the company is doing and collaborating with franchisees, employees, and partners around the world.

Autodesk

Using Technology to Respond and Collaborate

Autodesk is a global software company with 11,000 employees operating in 38 countries and 105 cities. As a software-as-a-service company, moving into home work was a natural extension of the company's operating model. Since many of its employees are in China, Autodesk leaders saw signs of a potential pandemic early. They immediately realized that global coordination would be necessary to address what would likely be a wide range of situations in different geographies.

Autodesk's HR leaders leaned into the population of managers. The HR team revamped its training and focused on leading under stress, how to share authentically, how to take care of yourself and others, how to create inclusive work practices, and how to create a culture of belonging.

Second, leaders focused on employee resilience, physical and emotional wellbeing, and social connections. Autodesk is one of the world's leading users of Slack, and the company has created a culture of sharing around a myriad of personal, professional, and family issues and topics. Thousands of groups have been formed, giving people many ways to share, learn, and communicate with peers.

One of the big issues Autodesk have faced is the management of remote teams. Autodesk heavily relies on Zoom, Mural, Slack, and the Autodesk technology to enable remote work effectively.

Danone

Working With Unions To Maintain Safety and Health

Danone, one of the healthy largest food manufacturers in the world, delivers organic, plant-based and GM-free food. With more than 8,500 workers in 13 factories, the company has succeeded in protecting employees with social distancing, masks, and expanded remote working. How do they do this? The answer in part is because of its mission to care for people.

The company's roots go back to the 1920s when it popularized yogurt; it has since then developed bottled water, baby food, and dairy brands all known for health and quality. In 1968, Danone's CEO decided to go further with a major focus on conscious capitalism. Since then, Danone has become the largest B-corp in the world. (A B-corp is a corporation dedicated to social and public good.)

The company has seen a massive increase in the demand for healthy food during the pandemic and has implemented shift teams that meet at different times, social distancing in its plants, redesigned canteens and changing rooms. The company even shut down production lines that were too close together. No outsiders are allowed into plants, and in some locations, the company set up temporary bungalows for truckers to shower and have a coffee without entering the factory.

Initially people had a hard time dealing with spaced-out seating arrangements and empty conference rooms, so the virus did erupt in some sites. But the company quarantined infected and exposed workers, and now has most of its headquarters team has come back into offices. People come into the office on shifts to allow for more open space and some continue to work from home.

Based on Danone's safety record, unions have been cooperative overall and the company has maintained most of its workforce. Danone has a head of global safety and security who networks with other food manufacturers to create common standards. There are then safety and security officers in various locations to implement these practices locally. The company works directly with the unions as much as possible and this has worked out positively. Danone also cut its dividend so the company could focus on health and safety and expects to thrive in the pandemic response.

Sabre

Travel Crisis Cross-Functional Response

Sabre, a travel technology company, employs 9,000 people in 60 countries. Its business centers around managing a sophisticated online reservation system used by approximately a billion people worldwide. As the demand for travel has dropped precipitously in past months, so has the company's revenue. Consequently, Sabre has been implementing furloughs to reduce cost and workforce size.

To do this, the company had to quickly identify mission-critical jobs. It launched a voluntary retirement program and then furloughed about a third of its workforce. Following the furlough, Sabre leaders then reorganized the company so that 60% of the remaining employees now have new roles, new leaders, or both. The reorganization was based on a move from a business-unit organization to functional organization, created efficiency and scale, but changed almost everyone's job.

Going through these changes, HR leaders quickly recognized that many of its legacy processes were too siloed and too slow to adapt. While Sabre has a modern HCM system (Successfactors and ADP), the business processes were not designed to flex as quickly as needed. For example, when Sabre needed to develop its voluntary severance plan, the HR team had to rapidly create a cross-functional team to work with legal and finance; the plan was developed and implemented in days.

To meet the wide variety of employee needs, the company established a new cross-functional, shared-services function for HR. With the aid of chatbots, cross-functional teams can now answer questions from anywhere in the world within 24 hours. Decision making and policy revisions were expedited through the use of Microsoft Teams for collaboration among global HR managers. Related communications and training were developed rapidly, so local leaders could share information with employees as quickly and consistently as possible. For instance, a voluntary severance process, which was rolled out in early July, was developed in just a few weeks.

Now Sabre is in the process of revising its organizational model. To address related changes, Sabre is using LinkedIn Learning programs to help managers learn how to lead remotely; it is also and is now using Bridges Transition Model, which teaches people about endings, transitions, and new

beginnings.. Similar to Sanofi, Sabre found that managers and employees have a voracious appetite to learn.

Initially Sabre's CEO, who was very accustomed to traditional office environments, was very skeptical about employees working from home. Now that he has seen how employees can successfully work from home, he is considering a "work from anywhere" strategy. Sabre leaders have quickly learned that transparency, agility, scrappiness, and constant learning are strategies that can foster innovation and adaptability in the evolving business climate.

Development Bank of Singapore

DBS, the largest bank in Southeast Asia, is headquartered in Singapore and has 30,000 employees in 18 geographic marketsThe bank's highly sophisticated digital infrastructure gave it a leg up on responding to the pandemic. In fact, leaders believe the bank's digital transformation has been accelerated by the pandemic and has resulted in moving even more document management and work practices to digital tools.

To address the different and evolving situations in each of its markets, the company has created crisis management teams chaired by the CEO in each country; each team has crisis coordinators to deal with issues at local levels. Once a week, the global CEO meets with all the crisis management teams to coordinate response.

These crisis teams look at all aspects of the organization: customer issues, employee issues, procurement of PPE and other equipment, and HR practices involving communications, education, enforcement of hygiene, and employee engagement. The crisis teams meet three times per week and have built a cadence of response and coordination.

One of the issues the teams have had to deal with is the definition of "sick." In Asia, it is common for people to power through an illness and come to work with a cough or fever. The company had to put together very specific guidelines to teach people not to come to work sick. Similarly, with about 80% of the employees working from home, teams had to teach people how to conduct meetings from home, connect effectively with peers, and deal with often cramped working spaces with multiple family members.

The Role of Leadership: A New Leadership Model

In our conversations with more than 150 HR executives, one message was clear: leadership has to adapt. In this chart we highlight some of the top leadership capabilities that have become critical to success. The companies highlighted in this report's case studies — along with Verizon, IBM, ServiceNow, and L'Oréal -- are now conducting weekly video sessions, coaching programs, and online training to develop these capabilities among supervisors and managers at all levels.

CAPABILITY	THE STORY
Accepting new realities	"Getting over the yearning for what we used to have." "Able to identify the next best solution." "Not getting stuck; analysis paralysis."
Thinking broadly and proactively	"Defining adaptability in a different way." "Thinking ahead; anticipating what the future or next normal might look like."
Collaboration and facilitating a move to a distributed way of working	"New strategies when not co-located." "Use of digital tools." "Recognition you can still code, problem solve, innovate and create in different ways."
Humanistic empathy/humanism	We have become much more employee-centric. "We started to ask questions around mental health, well-being, family." "We conducted frequent pulse surveys and discovered there was a need to address isolation.....it forced us to connect frequently with employees."
Engage at a personal level	"Beyond the basics of providing laptops, equipment, security, we had to understand and appreciate the challenges and complications as a result of the crisis." "We hosted webinars on how to enrich your work-from-home experience."
Flexibility mindset	"Shift from job skill to mindset; how to process thinking." "Shift from thinking, "I can't see what people are doing remotely" to "what other ways can I know work is getting work done?" "Managing to behaviors and outcomes instead of hours worked."
Lead through ambiguity and change	"It tested our ability to make decisions in the face of no information" "Taught us to lead through change and uncertainty." "To deal with the notion that we're in the state of constant transformation." "We're hosting two-hour engagement sessions with individual contributors on what it's like to go through change."
Fellowship	"With so much unknown, self-control, fearlessness and curiosity are important traits. We need to add fellowship, sense of community to create positive impact."
A sense of purpose	"For us, it created a renewed sense of purpose. It brought our industry together on a shared higher sense of purpose."
Inclusiveness	"Ability to bring everyone together." "Covid-19 has been a massive in terms of equalizing experiences and interactions; people are more mindful about people."
Ruthless prioritization	"We are crushed by the volume of work. Our business was already under existential pressure. There is a dire need for prioritization in order to do what absolutely has to be done today while freeing up capacity to consider the unknown."
Agility and accelerated processes	"Team dynamics. What typically takes 12 months to do, now done in a few weeks." "Performance management process revamped in a week; it would have taken years in past." "Now receiving and giving feedback every 6 weeks vs 6 months." "Move annual planning to planning on a dime."

CAPABILITY	THE STORY
Ability to look to future	"Moved quickly from competency to capability, looking forward into the future." "Performance evaluations now do not look back. We focus on what you can do next, how adaptable are you to evolve, how open to growth?"
Experimentation with rigor	"We're busting myths with forced experimentation. Jobs presumed that couldn't be done from home are now being done. We are invalidating our previous assumptions through experimentation." "Experimentation gives us the ability to move faster; however, we need to be more thoughtful and apply rigor."

Figure 2: Role of New Leadership

Below are some of the activities HR leaders are using to develop these leadership capabilities:

- Regular leader-to-leader online discussions to discuss how to incorporate these capabilities into daily work and interactions.
- Peer and group coaching and mentoring to share new ideas and create unity.
- Highlighting these new topics in a new leadership manifesto or framework.
- Pointing out to leaders videos and online learning programs about related topics.
- Telling stories and case studies and doing video interviews of leaders living by these principles.
- Asking the CEO to discuss these capabilities and giving examples of how they can be applied.
- Using contests, awards, and even badges for people who exemplify these important leadership capabilities in the pandemic.

The Back-To-Work Issues

One of our working groups focused exclusively on back-to-workplace and workplace design issues. While most companies are well along on this journey, following are the imperatives group members identified:

1. Learning to work remotely

It's clear that remote work is now a standard practice at most companies. As discussed in The Remote Work Bootcamp, key issues include tools (tech and platforms), rules (pay practices, policies), norms (how people show up and what meetings are scheduled or not scheduled), and culture (trust, psychological safety, and transparency). Policies touching on these issues are a work in process, even for companies that have allowed remote work for years.

The big question most companies now face is when and how to return employees to physical workplaces. Many companies (L'Oréal, Yum! Brands, Autodesk, Sanofi, Brunswick) already have high-safety workplaces in place and are inviting employees to return to work in waves. Most companies are doubling or tripling the space between people in offices and plants, creating the need for different shifts or scheduled days.

In almost every case the current strategy is to make "back-to-office" voluntary. With the exception of essential workers (such as airline employees, manufacturing workers, warehouse

staffers, delivery workers), many companies are currently giving employees the option to work at home or in the office, without penalty for either choice. Other companies are finding that certain meetings can be conducted safely in the office, but much daily work can be done at home.

Finally, almost every company is now aware of the Zoom fatigue phenomenon. While you can conduct strategy sessions and many in-depth design meetings online, you have to break up the session into one- to two-hour chunks.

2. Focus on safety

Safety is now the top issue on the minds of employees. How do we bring employees into the building or plant or store, and then give them an entirely safe experience through all the interactions at work – including customer interactions, supply chain and vendor meetings, team meetings, restrooms, lunches and breaks, and commuting?

In addition to grappling with all of the above issues, there are also attestation policies, sick time allowances, reporting of incidents, virus testing (optional or mandatory), and the use of shared tools and objects.

3. Creating a low-touch or touchless customer experience

Companies are redesigning or reinventing customer experiences at light speed. Almost all delivery and logistics workers wear masks and now have ready access to cleaning and sanitizing supplies. Restaurant and food service workers have plastic face shields, contactless ordering kiosks, and electronic payment systems. Manufacturers are developing new protocols for product lines, meetings, and supplier interactions. We recommend you read the *Lear Back to Work Playbook* (for front-line workers) and the *Legendary Back to Work Playbook* (for knowledge workers) for further guidance.

As Alex Martinez from Pizza Hut described, one best practice is to create local safety managers who review all the practices for customer and employee interactions. This is a design thinking exercise that requires collaboration from HR, marketing, sales, and operations. The scope must also include:

- Clear customer communications
- Customer reporting and safety feedback
- Training of employees
- Deciding what is mandatory (mask wearing, for example)
- Use of all shared devices and items

4. Managing employee anxiety

The fourth imperative is to remember the anxiety employees are naturally feeling. L'Oréal's goal was to make the workplace the safest place in employees' lives. This is a powerful idea, one you should consider. Making a strong, concerted effort to promote employee safety and health (mental and physical) will reduce employee anxiety, facilitate returning to physical workplaces in manageable ways, and avoid legal issues.

Workplace Experience Checklist

Companies are grappling with a huge range of issues when it comes to redefining, redesigning, and even reinventing workplace experiences for employees and customers. This checklist, while not 100-percent comprehensive, can be used to ensure your organization is making all the important considerations.

Safety

- Implement physical disinfecting protocols and identifying key areas of risk. Specifically review how OSHA and CDC standards apply.
- Determine what level of PPE (masks, gloves, face shields, barriers) will be required in work spaces.
- Implement training for all staff on safety protocols and personal responsibility.
- Determine how (and if) you will monitor employees coming into the workplace.
- Assess the effectiveness of cooling, heating, and air filtering systems; identify needed upgrades.
- Create local government relationships and other partnerships for hot spot monitoring and real-time virus updates
- Assess building space and services needed for new operating models; coordinate with building owners/real estate agents to determine how best to support new models.
- Create personas for at-risk employee groups and adapt work practices accordingly.
- Consider the long-term impact of your organization's responses to your overall brand.

Space Configuration

- Evaluate all aspects of space – including offices, entrances, hallways, elevators.
- Set out workstation requirements, such as PPE, cleaning supplies, lighting adjustments, plexi-glass barriers.
- Thoroughly document all aspects of customer interaction; provide staff training on safety protocols, capacity limitations, and role changes due to changes in service and delivery models.
- Review manufacturing and processing requirements to ensure proper equipment to minimize contact, shifts to minimize occupancy, proper vendor and supplier training, and general oversight.
- Consider whether offsite facilities, such as trailers or temporary offices, might be of use to minimize employee risk.

Space Utilization

- Establish protocols, shifts, and capacity checks to avoid crowding.
- Consider a “hoteling” work model and implementing digital tools to allow employees to reserve desk space in advance of coming to work.

- Reshape spaces to create distancing and consider closing communal areas.
- Place directional arrows where needed to direct walking traffic; place distance markers where needed, such as in elevators or at coffee bars.
- Evaluate use of conference rooms, seating changes required, and ongoing cleaning protocols.

Operations/Service Provisions

- Determine how to monitor the number of people in each location.
- Identify the policies needed to minimize contact and unintended congregation.
- Consider expanding services to include delivery or developing partnerships with local service providers.
- Explore childcare coordination and assistance if daycare and schools are impacted.
- Establish how PPE supplies will be ordered (locally or centrally) and identify reliable suppliers.

Team Leadership

- Determine where, how, and when teams will meet.
- Establish protocols for team offsites or face-to-face sessions
- Identify how teams will be held accountable for the safety of members.

Attestation, Reporting, Testing

- Determine what tools or forms will be used for attestation.
- Determine how data will be stored, protected, and used, along with the workflows for incident and regular reporting.
- Document the policy for communicating to employees exposure and infections.
- Determine what testing will be required, such as pre-arrival screenings or the availability of on-site testing.

Vendors and Supply Chain

- Determine policies regarding vendor visits. These include the spaces third-party employees are allowed in and the safety protocols required of them. Implement appropriate communications and training of these policies.

Scheduling

- Determine which employees need (and want to) return to physical work spaces; set appropriate timelines.
- Assess whether working hours should be modified to ensure safe spacing.
- Consider what changes may be needed to ensure teams are working together.

Legal and Insurance

- Evaluate OSHA risk of infection if employees feel mandated to return.
- Establish policies for employees choosing not to return to physical work spaces.
- Train managers to conduct employee conversations about returning to physical work spaces.
- Create appropriate disclosures for employee signatures.
- Document a plan for dealing with at-risk employee groups.
- Evaluate current insurance policies and consider any changes required.

Technology

- Establish what type of office and technology should be standard for at-home workers.
- Determine ordering (centralized or by employee) and reimbursement processes.
- Create IT support services to help employees with new technology and purchasing decisions, if applicable.
- Consider partnering with suppliers (i.e., Staples, Office Dept) for supplies and equipment.
- Standardize approved collaboration and communication tools (such as Microsoft Teams, Workplace by Facebook, Slack, Yammer, Mural). Ensure employees have the training needed to effectively use the tools.
- Explore use of apps such as Garageband and Presenter to liven presentations and interactions

Security

- Establish central access points.
- Determine what if any testing or attestation is conducted on arrival.
- Provide in-depth training to security officers and guards.
- Coordinate with local law enforcement on handling trespassing issues or disputes arising from policy violations.

Employee Commute, Travel, and Logistics

Home to Work (office, retail or other standard location)

- Study mass transit availability and current schedules to determine potential impact on commuting employees.
- Study restrictions on car pooling, ride sharing, or other car services
- Consider creating an online space where employees can discuss commuting issues and potentially share rides.
- Determine what type of business travel can be allowed.
- Establish guidelines for supervisors and managers to use for approving business travel
- Consider creating some kind of personal responsibility waiver beyond normal travel-related liability.
- Stay updated on airline policies and guide employees accordingly.
- When employees are working in third-party facilities (i.e., such as in long-term consulting projects), consider validation from the third party on its safety protocols.

Within the Workplace

- Consider one-way hallways or aisles to allow for social distancing.
- Consider corner mirrors to avoid accidental contact.
- Consider restroom capacity limits with occupancy counters.

Workplace Culture

There are many aspects to workplace culture to consider. Following are examples of what some companies are doing now to reinforce company values as they navigate work and business changes:

- **AB InBev, Atlassian:** These companies have moved to a more continuous performance management process. New financial and operating metrics were created, along with employee rewards and recognitions for supporting COVID-related changes, innovation, and team collaboration. Leaner and more agile processes have put more focus on employee centricity.
- **Autodesk:** At Autodesk, the conversation about work and life is more blended. Managers are given tips for checking in with teams and recommendations on “life” questions they can ask new employees. There is recognition that by using Zoom, employees are inviting others into their personal spaces.
- **Legendary Entertainment, Microsoft:** These companies are re-evaluating all work-related processes – from recruiting interns, to doing performance evaluations, to resetting expectations for those juggling child care and work responsibilities.
- **Ford, Microsoft, L'Oréal, Legendary:** These companies are among those grappling with the onboarding of new employees, especially those who are fresh out of college with little to no prior corporate experience. The revamped onboarding processes are being designed to address some of the following questions: “How can ensure that new employees have the self-discipline to work from home? What guardrails and checkins should we provide?” How do we make sure young employees don’t feel isolated and lonely at home? Can we create online communities and varied collaborative experiences to make work engaging and to give new employees a sense of belonging?
- **Verizon, Cisco, ServiceNow, DBS Singapore:** These companies have relaxed expectations for employees and embedding empathy in employee interactions. For instance, managers are being trained to identify when

employees may need some time off to re-energize themselves, to accept and understand that children may interrupt a Zoom call, and to work with employees on commuting issues.

- **Microsoft, NextDoor:** Mentorship programs are being redesigned at these companies in order to better support distributed workforces.
- **Honest Burgers, Yum! Brands:** For these companies, in-person gatherings are still important. Determining how to make such meetings safe and practical (in terms of travel) may require rethinking office spaces and locations.

Where We Go Next

The Big Reset Initiative is a “living lab.” We plan to continue the working groups throughout the pandemic. While many of the ideas, principles, practices, and protocols here are new in this moment, many will be well established in the coming months. What will come next?

In our next sprint, we will continue discussions around these topics: employee wellbeing and health, leadership and culture, HR transformation, and back to work and workplace practices. We will also be adding new groups around citizenship, diversity, and inclusion – issues are at the cultural forefront and now part of the pandemic response. We will also be adding a workgroup comprised of executives from Asia and Australia.

In addition to this ongoing research, we are also conducting a global survey on the maturity of companies along all these dimensions. The survey results will give HR leaders the ability to benchmark their organizations against many of these practices.

Finally, let me invite you to join the Josh Bersin Academy, the world’s home for HR. There, you can learn more about the Big Reset work, interact with more than 12,000 of your peers, and find timely resources and cohort-based learning programs, such as the Remote Work Bootcamp and the Resilience Workshop. And later this year, we will be introducing the Global Capability Assessment, which will give you the opportunity to benchmark your personal capabilities, along with those of your team.

I want to personally thank everyone who has participated in the Big Reset Initiative over the last several months. If you would like to join the ongoing research program, please email bigreset@bersinacademy.com. We look forward to hearing from you.

Related Resources *in the Josh Bersin Academy*

The Back to Work Playbook

Employee Experience Revisited

Forced to Transform

Inside Marriott's Crisis Messaging

Dissecting Basecamp's Covid-19 Communications

Business's Big Reset

Layoffs Are Bad for You

Creating Psychological Safety Remotely

What We're Getting Right—and Wrong

What's Your Performance Management

Philosophy Right Now?

Managing Performance During Times of Crisis

The Remote Work Playbook

What Should HR Focus on in Times of Uncertainty?

Airbnb Announces Layoffs With Grace

Balancing Benefits

Post-Covid Performance Management

Covid-19 Teaches Us a Lot about Leadership

The Remote Work Playbook

Dissecting Basecamp's Covid-19 Communications

Asynchronous—Not Out of Sync

Remote Coaching and Feedback

15 Tips for Productive Conference Calls

Remote Tips: Team Playlists

The Distraction Problem

Remote Tips: Lunch and Learn

A Crash Course in Remote Working

Navigating Remote Communication

Organizing for Uncertainty

How to Run the Internet from Your Living Room

The Three Phases of Response to Covid 19

Parent Hacks: Bingo Boards

Parent Hacks: Masterclasses

About Josh Bersin



Josh Bersin is an internationally recognized analyst, educator, and thought leader focusing on the global talent market and the challenges impacting business workforces around the world. He studies the world of work, HR and leadership practices, and the broad talent technology market.

He founded Bersin & Associates in 2001 to provide research and advisory services focused on corporate learning. Over the next ten years, he expanded the company's coverage to encompass HR, talent management, talent acquisition, and leadership. He sold the company to Deloitte in 2012, when it became known as Bersin™ by Deloitte. Bersin left Deloitte in June 2018.

In 2019, Bersin founded the Josh Bersin Academy, the world's first global development academy for HR and talent professionals and a transformation agent for HR organizations. The Academy offers content-rich online programs, a carefully curated library of tools and resources, and a global community that helps HR and talent professionals stay current on the trends and practices needed to drive organizational success in the modern world of work.

Bersin is frequently featured in talent and business publications such as *Forbes*, *Harvard Business Review*, *HR Executive*, *FastCompany*, *The Wall Street Journal*, and *CLO Magazine*. He is a regular keynote speaker at industry events around the world and a popular blogger with more than 800,000 followers on LinkedIn.

His education includes a BS in engineering from Cornell University, an MS in engineering from Stanford University, and an MBA from the Haas School of Business at the University of California, Berkeley.

About Mark Spratt



Mark Spratt, vice president of client success, leads the Josh Bersin Academy's Big Reset initiative, created to help HR leaders address the unprecedented challenges of the coronavirus pandemic. He brings 20 years of management consulting experience to his client. In senior advisory roles at Deloitte and PwC, he worked with clients on a variety of engagements ranging from preparing workforces for the future to enterprise HR transformations to integrated learning and talent solutions.

Mark has dual master degrees in public administration and social research from the University of Southern California; he also served as an adjunct lecturer for three years at USC.

Contributors



Nuno Gonçalves

Nuno is a senior HR leader who is at the forefront of envisioning and driving HR-related business transformations. His most recent executive role was chief learning officer and head of talent acquisition and development for UCB, the global biopharmaceutical company. In addition to being a senior faculty member of the Josh Bersin Academy, Nuno is also a member of the board of advisors for Edge Investments and provides strategic HR guidance to startups in the company's portfolio and advises on potential HR technology investments.



Nazneen Razi

President and Principal, NRHR Talent Consulting

Nazneen specializes in HR and talent strategies to drive business improvement. She has 25 years of experience in working with leading HR organizations. Prior to her current role at NRHR, she was senior vice president and chief human resources officer for Health Care Service Corporation and executive vice president and chief global human resources officer for JLL.



Pete Sackleh

Workforce Optimization Advisor, SolutionSpark

Pete led the strategic, experiential and physical development and operations of two world-class corporate universities - Deloitte's \$300m investment in Deloitte University in Westlake, Texas and KPMG's \$450m investment in the KPMG Lakehouse in Lake Nona, Florida. He now leads SolutionSpark LLC, a workforce optimization consulting firm, which applies Pete's expertise in areas such as innovative talent experience models, employee engagement, investment and retention.



Nancy Vitale

Co-Founder and Managing Partner, Partners for Wellbeing

Nancy Vitale was most recently the chief human resources officer for Genentech where she was responsible for leading the team that was dedicated to creating a great place for the organization's 14,000 employees to do their best work. Upon leaving Genentech, she co-founded Partners for Wellbeing, an advisory and consulting firm dedicated to helping organizations create better places to work. Nancy also currently serves as a board member for the Make-A-Wish America Foundation.



Brian Larson

Brian holds a B.A. in international relations and a B.A. in business administration from Boston University. He is currently pursuing a masters degree in international business

at Tuft University's Fletcher School of Law and Diplomacy and is a cross-registrant at Harvard Business School. Before enrolling in graduate school, Brian worked in business development roles at HubSpot and Pegasystems.



Anne Stevens

Anne has worked for nearly a decade in roles supporting global workforce mobility.

She holds an M.A. in migration studies

from the University of Kent and currently

sits on the steering committee of the Forum for Expatriate Management. She recently took a cross-functional assignment in procurement at Mondelez International where she bridges cost-saving opportunities and human capital strategy. She is now completing her M.B.A. at Northwestern University's Kellogg School of Management.