

C/ Detailed guideline

I. Executive Summary (~200 words)

Introduce what you're going to discuss in this report

Which HR areas do you choose for part 1, which companies you choose to analyze, general suggestions for those companies?

Which HR issue do you choose for part 2, which companies HR crisis do you choose, briefly summarize both?

Summarize the final part with some general suggestions

Example

This report centers on workplace issues pertaining to human resources (HR) within businesses, particularly in the fashion industry. It comprises three primary sections. The initial section undertakes research to assess the impact on two key aspects of HR within the workplace ... (area 1) and (area 2) They illustrate this through the examples of ... (brand 1) and ... (brand 2), highlighting their effective approaches in these areas. Additionally, the report offers innovative recommendations to further enhance ... (area 1) and ...(area 2).

The second section focuses on the issue of..., using the case of ... (brand 1), a prominent global fashion brand, which faced ...(the issue). This crisis resulted in significant losses for the brand, necessitating solutions to address the issue. The report also discusses another instance involving ...(brand 1), which also grappled with ...(the issue). Unlike (brand 1), (brand 2) demonstrated a more comprehensive and earnest commitment to implementing transformative changes.

Finally, the last section concentrates on the reconstruction of a company's culture, particularly addressing issues such as poor communication, lack of cohesion, and diminished work efficiency. This section offers an analysis of the problems encountered and provides solutions to rectify these issues effectively.

II. Introduction

Summarize the state of HR in the fashion industry and how it has changed after the pandemic. What are the challenges HR in fashion might face?

Mention the SDGs in HR management and the importance of ethical practices (name the goals that relating to HR management)

III. Part I (choose 2 from the list provided in the brief)

I. Area 1

Define the area you're discussing

The role and importance of this area in a fashion company

What is the expectations of employees in this area?

How employees gain benefits if the company performs well in this area?

Provide some statistics and survey to prove your statement

Example (Workplace culture)

In today's employment landscape, job seekers are increasingly drawn to companies whose vision aligns with their own values and offers opportunities for personal and professional

growth. Beyond monetary compensation, HR managers should recognize that organizational culture, growth prospects, and workplace location play pivotal roles in influencing applicants' choices of employers

Organizational culture is a shared framework encompassing various individuals and departments within a company, collectively shaping the attitudes, beliefs, and behaviors that define the company's typical work environment. Cultures that prioritize both employee well-being and the attainment of organizational objectives effectively align employee actions with company policies. An individual's capacity to cultivate professional relationships with colleagues is often contingent upon the prevailing workplace culture in a new job. Consequently, work culture significantly impacts employee attitudes, work-life balance, potential for personal growth, and overall job satisfaction. According to a study by Deloitte, 94% of executives and 88% of employees concur that a distinctive company culture holds paramount importance in achieving economic success.

Case study 1 (brand 1)

Briefly introduce the company you choose

Discuss its workplace culture: choose 3 to 4 main ideas that build the company's culture and explain how they successfully implement the ideas in their culture

Example (Netflix)

"People over process" is Netflix's business culture. Team members at Netflix are encouraged to align with a set of deeply held ideals that emphasize loyalty and ownership. These values are intended to permeate the workforce, fostering motivation and a culture of innovation.

- **Freedom and Responsibility:** Netflix employees relish their work environment because it allows them the autonomy to make decisions that serve the company's best interests. The company places trust in its workforce to make sound judgments and encourages them to take bold risks. While granting considerable creative freedom, employees are also entrusted with the responsibility to be accountable for their choices.
- **Employee Values:** Netflix places a strong emphasis on ten core values to assess its employees' productivity. These values encompass qualities such as judgment, effective communication, curiosity, courage, and passion. They serve as criteria to evaluate performance and effectiveness.
- **Learning from Failures:** Netflix promotes a culture where team members are urged to express their genuine opinions, even if their ideas or choices turn out to be incorrect. The company values open communication and constructive criticism, allowing its teams to voice their perspectives without fear. This approach flattens hierarchies and fosters flexibility, enabling the organization to adapt and evolve.

Proposed ideas to enhance the [area 1] of [company 1], explain why do you choose that idea, you may provide 3 to 4 ideas

Example

Promoting positive innovation among employees is crucial for a thriving workplace. According to Maslow's Hierarchy of Needs, the pursuit of self-esteem holds significant importance. This aligns with the goal of fostering an innovative workplace while maintaining a healthy work-life balance.

In addition, to sustain a positive work environment, I firmly believe that recognizing and rewarding employees for their hard work and achievements is the most effective way to inspire and motivate them. This recognition not only acknowledges their contributions but also reinforces their sense of self-esteem, further enhancing their commitment to innovation and maintaining a harmonious work-life balance.

1. Area 2

Repeat all steps above for the area 2 you choose from the list

IV. Part 2

You may choose the same issue or another example of HR crisis in this part

Define the area you're discussing

The role and importance of this area in a fashion company

How the crisis happens at your chosen fashion company

Example (diversity and inclusivity crisis at (Brand 1))

In the realm of integrated and global development, diversity and inclusivity stand as crucial factors that every business, particularly in the fashion industry, must prioritize. According to McKinsey, diversity, equity, and inclusion (DEI) are interconnected core values designed to provide support and representation for diverse groups of people, spanning areas such as race, ethnicity, religion, gender, and sexual orientation.

Despite the recognized importance of promoting DEI, some businesses continue to grapple with challenges related to a lack of diversity and inclusivity within their workplaces. As an example, in 2020, (Brand 1), a fashion brand dedicated to making sustainable fashion accessible to all, faced accusations from a former employee regarding a work environment that lacked diversity and inclusivity.

According to an article in Teen Vogue from 2020, the controversy surrounding (Brand 1) began when the company posted an Instagram message on May 31, 2020, expressing support for black rights and encouraging donations to Black Lives Matter organizations. However, in the comments section of that post, a former (Brand 1) employee named Elle Santiago shared her personal experience of facing discrimination while working at the company. She described a challenging period during her employment at (Brand 1), where she felt deeply hurt due to being overlooked and undervalued as a person of color. Later, she elaborated on her experiences in a more detailed Instagram post, which garnered significant sympathy, particularly from her fellow black colleagues who had experienced similar situations.

Consequently, many other (Brand 1) employees came forward to condemn the unfair working environment and the significant discrimination against black employees within the company. These allegations revolved around instances where white workers were seemingly favored for promotions and higher-level positions over black employees, as well as incidents of white employees making racist comments without facing consequences. Additionally, some black workers were assigned to workplaces with subpar conditions, such as sweltering rooms without air conditioning or locations lacking proper water supply.

The impact of the crisis on your chosen fashion company? (boycott, decrease in revenue, reputation/public response, social media,

Example

The allegations made against (Brand 1) carry significant weight because the brand has consistently cultivated an image of sustainability and championing human rights. Consequently, when this incident came to light, it sparked intense public outrage as many felt the brand was being hypocritical by not living up to the positive image and values it had conveyed over time. As a result, the brand's image and reputation suffered a severe blow.

In particular, consumers mobilized a movement known as #Boycott(Brand 1), urging Nordstrom to remove (Brand 1) products from its stores. This movement has a direct impact on (Brand 1)'s revenue, as it poses a threat to the brand's distribution channels and market presence.

Indeed, when a diversity, equity, and inclusion (DEI)-related crisis unfolds within a workplace, the initial and most significant impact is on the human factor. Employees subjected to discrimination at work are likely to experience a decline in their overall well-being, which can have detrimental effects on their productivity and engagement levels.

Furthermore, such a crisis can impede (Brand 1)'s ability to retain its top-performing employees. It may also hinder the company's efforts to attract a diverse and talented workforce, which is essential for sustainable growth on an international scale. The aftermath of a DEI crisis can thus extend beyond reputational damage, affecting the organization's internal dynamics and its ability to achieve long-term success.

What is the response from the brand, how do they fix the problem? (official apology, new policy)
Show some statistics or evidence that changes have been implemented

Example

In 2022, (Brand 1) took concrete steps to implement its Diversity, Equity, and Inclusion (DEI) strategy, particularly in the recruitment process. The company formed partnerships with organizations like the Fashion Minority Alliance and 10,000 Black Interns. They also continued their collaboration with Creatives Want Change and the Black in Fashion Council. Additionally, (Brand 1) introduced a course on micro-messaging and unconscious bias, successfully educating approximately 20% of their entire workforce.

As reported, these efforts have resulted in significant improvements in the diversity of (Brand 1)'s staff. Currently, 63% of the company's employees in the United States belong to underrepresented racial or ethnic groups, and 77% of the staff are women. These statistics reflect a commitment to building a more diverse and inclusive workforce within the organization.

What are the effects of the response? (Does the brand save its reputation or it is not effective at all? You may link to the theory from class (Maslow hierarchy) for example, to prove which needs the company have fulfilled after changes to be better)

Example

In the sustainability industry, where ethical values are considered fundamental to a brand's mission, it has become evident that responding to recent global anti-racism protests with mere public apologies and statements is insufficient. Instead, what is required is concrete, authentic, and demonstrable action. In the case of (Brand 1), it is apparent that their actions have been primarily directed towards other organizations and the brand itself, rather than providing specific measures or compensation for employees who have experienced discrimination within the company. According to Maslow's Hierarchy Of Needs, (Brand 1)'s response primarily addresses the safety needs of its employees.

However, there is room for improvement for (Brand 1) in handling similar crises involving its employees:

- **Building Trust through Listening:** (Brand 1) can build trust with its employees by actively listening to their experiences through mechanisms like pulse surveys, town halls, focus groups, or one-on-one conversations. It is crucial to engage directly with employees who have faced discrimination, such as Elle Santiago, to understand their experiences and concerns.
- **Demonstrating Commitment:** Company leaders should visibly demonstrate their commitment to diversity and inclusion by holding all employees accountable to the rules, processes, practices, and incentives designed to combat systemic inequity. This may include implementing reporting systems, such as hotlines or meetings with a DEI officer or manager, to allow employees to voice their concerns at an early stage.

By implementing these practices, (Brand 1) can work towards fulfilling the Love and Belongingness needs in Maslow's Hierarchy. This involves fostering a strong sense of belonging within a diverse and inclusive community, which reduces feelings of isolation, despair, and anxiety among employees who are less likely to suffer from discrimination or inequity.

V. Part 3

Suggested problems and solutions: how the problems have effects on productivity of the team, what are your proposed solutions to change? You need to specify solutions for all given problems in the brief.

Example for lack of communication problem

The issue of communication lapses within the organization arises from the fact that several team members have adopted flexible working schedules. This situation can lead to reduced face-to-face interactions, potentially hindering effective communication. To address this challenge, a recommended initiative involves the implementation of a mutual communication platform such as Slack. This platform will enable team members to easily communicate with one another, regardless of whether they belong to the same or different teams. Additionally, for efficient task allocation and visibility, the use of Trello is proposed. Trello will help ensure that all team members are well-informed about ongoing tasks, project progress, and the location of important files.

To facilitate the successful implementation of these communication tools and practices, three designated leaders will be responsible for training all employees on how to use these online platforms effectively. This training will occur during weekly team meetings, ensuring that all

team members are well-equipped to communicate efficiently in the digital workspace. The leaders, leveraging their referent power within the organization, will proactively engage with team members, setting an example for effective online communication and encouraging its adoption throughout the organization.

The culture plan, mission and values: You may use the CULTURE DESIGN CANVAS for this part. Add one paragraph to show your vision as a business owner, how do you want the company's culture to be?

Example

Such a cultural foundation plays a pivotal role in shaping employees' attitudes, which, in turn, significantly contribute to the company's long-term stability and development. It is crucial that each employee not only understands but also internalizes and embodies these purposes and values, fostering the creation of a cohesive corporate culture within the organization.

The company's purposes revolve around fostering a sense of belonging, inclusivity, and promoting social interactions among employees to collectively achieve common goals and ensure the stable development of the company. These purposes are tangibly reflected in a set of values derived from day-to-day practices. These values include treating others with respect, fostering a culture of continuous learning, and encouraging creativity among all employees.

From the perspective of company managers, it is imperative to prioritize the well-being of employees and provide equal opportunities for career advancement. This approach ensures that employees are not only motivated but also have a fair chance to ascend to higher positions within the organization. In doing so, the company not only cultivates a positive workplace culture but also promotes sustainable growth and success.

CULTURE DESIGN CANVAS®
Design a workplace culture that propels you into the future.

Team name: Date:

DECISION-MAKING How is authority distributed? What methods do we use to make decisions?	PRIORITIES Select the top three cultural priorities using even-odd statements	RITUALS How do we celebrate our people, culture, and work?
MEETINGS How do we collaborate and convene? (Synchronously and asynchronously)	<div> <div>VALUES</div> <div>What do we believe in?</div> </div> <div> <div>PURPOSE</div> <div>Why do we exist?</div> </div>	FEEDBACK How do we help each other learn and grow?
NORMS & RULES How do we clarify expectations without hindering autonomy?	BEHAVIORS What behaviors do we punish? What behaviors do we reward?	PSYCHOLOGICAL SAFETY How do we make people feel welcome? How do we encourage courageous conversations and experimentation?

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Budget allocation: provide a table including your proposed activities to enhance health, wellbeing, culture and benefit initiatives

Some ideas for this are:

- **Wellness Workshops:** Host wellness workshops covering topics like stress management, mindfulness, or yoga. You can invite local instructors or use online resources. These sessions can be conducted in-house or virtually, making them budget-friendly.
- **Healthy Snack Station:** Create a designated area in the office stocked with healthy snacks, fruits, and infused water. Encourage employees to take short breaks and enjoy nutritious refreshments.
- **Fitness Challenges:** Organize monthly fitness challenges such as step challenges or plank competitions. Provide small prizes for winners to keep them motivated.
- **Book Club:** Start an employee book club where participants read and discuss books related to personal development, health, or workplace culture. Consider providing e-books or affordable paperbacks.
- **Outdoor Picnics:** Host occasional outdoor picnics or potluck lunches. Employees can bring homemade dishes, fostering a sense of community and well-being.
- **Mental Health Support:** Partner with mental health professionals for group therapy or counseling sessions. These can be held virtually and provide valuable support to employees.
- **Team Building Games:** Organize team-building games and activities like scavenger hunts or trivia contests. These can be done in-house or in a nearby park.
- **Art and Craft Workshops:** Offer art and craft workshops where employees can express their creativity. Provide basic art supplies and guidance for projects like painting, sketching, or crafting.
- **Flexible Work Arrangements:** Consider allowing employees to occasionally work remotely or adopt flexible hours, promoting a healthier work-life balance.
- **Office Plants:** Invest in indoor plants to improve air quality and create a more pleasant work environment. Encourage employees to take turns caring for the plants.
- **Subscription Services:** Use a portion of the budget to subscribe to online fitness platforms or wellness apps that employees can access for free.
- **Mindfulness Sessions:** Introduce brief mindfulness sessions during work hours. Apps and guided sessions are readily available online.

