Empathy and compassion crucial in COVID-19 era

The pandemic has forced businesses in every sector to adapt, but those that have maintained a duty of care to employees amid the disruption will be the ones to prosper in the long term.

Karam Filifin

1. In conversations pandemic has dismantled the world of work incentivising people to working humanly and employing not customers and valuable territory. In the same time facing unprecedented changes to their own physical and mental health employees are grappling with new working paradigms, shifting from offices to home working, child on board flexi-hours.

Throughout this uncertainty, business leaders have had to navigate their organisation’s safety and protect their duty of care to both employees and customers, often under unprecedented challenges.

Full-chip 20 Westermoon facial recog from customers in March after the lockdown 99 per cent of our 43,000 employee are with us there. The drastic shift to home working is a huge challenge in managing mental wellbeing, with an annual turnover of 5.6 billion in 2019 slightly higher than London Southwark College which made a pre-tax profit of £1.4 billion in 2019, and now the decision to downsize may only start from a handful of employees.

`Unemployment is more than ever being judged on how they treat their employees and how they treat our customers’

people mean it. Well-being is front and centre, and as we progress we’re never even a platitude any more, people mean it. Well-being is front and centre, and as we progress through these crisis, anxiety around earning and mental health challenges will continue.

Focus on perspectives and a lack of trust in people. My first step is to trust people. We don’t want to trust our people more and the positive psychological safety increases rapidly, employees become more driven and motivate teams to work on.

For many employees, return to pre-lockdown working practices is unattainable. A survey of 2,000 workers by YouGov found that nearly half (46 per cent) expected to work more flexibly after lockdown is lifted, with a third expecting to work from home three days a week and 14 per cent wanting to limit remote working.

1. People have reframed their expectations of work. They now expect their leaders to see them as human beings first.

People believe the pandemic will provide a catalyst for real change in how businesses operate and people work.

“This crisis has been the biggest wake-up home-working experience in history. Firstly, our trusted relationship has been tested remotely working. Day to day how will businesses respond?

“Organisational psychologist and behaviourist John Amaechi believes organisations won’t have it easy this time round. He says:

“Though our workforces have had a century to adapt to remote working, organisations leaders could have made sweeping changes – remote working, focusing on employee wellbeing,奥运 no more phones – and then reversed them quite easily, but you can’t do that after a quarter of a year. So it’s.

People have reframed their expectations of work. They now expect their leaders to see them as human beings first. A large number of employees now realise their role isn’t just about working to the clock, they want to work in a more open and trusting manner, with fewer emails and more collaboration. They now expect their leaders to lead with care.

This focus on the employee as an individual is perhaps the biggest cultural change of the pandemic. With video calls interrupting our screen time, virtual meet-ups and a genuine crisis that could affect anybody, businesses have been forced to confront the fact they’re made up of real people. Employees wellbeing and mental health support have become as important as profit and productivity. Vital stimuli include Linda Franklin, HR and innovation, and former editor of the UK’s largest media company.

“Following the COVID-19 outbreak, our employees had to quickly adapt to remote working, while also championing the additional pressures of the grocery supply chain, she says.

Weekly leadership calls, daily coffee catch-ups and regular one on one. The values team was established to support the executive team to lead by example. The company has also tried to maximise a worldwide balance by coordinating work between 12pm and 4pm, and after 8pm, and getting all teams to work a lot every three weeks in addition to their daily commitments.

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The biggest thing during this pandemic has been the behaviours we shape. What leaders are so very clearly related to what they do. It is the same story for people when people trust in the line. Secondly, in terms of uncertainty you know people in the like. There’s no point making a big decision in weeks ago and then everything. We have to communicate so many that you think it’s overwhelming and this it’s going.

So what are we all learning is the importance of understanding people’s wellbeing. The pandemic has been a huge learning curve for organisations. We’ve had to adapt quickly to changing circumstances. We’ve had to be more flexible in how we work and how we communicate. But we’ve also had to be more mindful of the impact our actions have on others.

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Throughout the pandemic, we’ve seen examples of leadership in action. We’ve seen organisations that have responded quickly and effectively, and others that have been slow to adapt. But regardless of the speed of response, the one thing that has remained constant is the importance of empathy and compassion.

We’ve also seen the importance of communication. We’ve seen organisations that have been open and transparent about the challenges they face, and others that have been silent and lacklustre.

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Resilience, underpinned by agility, has been a crucial ingredient for business continuity during the coronavirus pandemic. Data, as the key to agility, is vital for leadership in the new normal.

A recent study conducted by Accenture highlights the role of technology in business continuity. The study found that 84% of respondents in the most data-advanced countries believe that technology enabled them to adapt quickly to the pandemic. This is especially true for companies that had already invested in cloud-based solutions, which allowed them to work remotely and maintain business continuity.

The study also found that 71% of respondents in the US believe that technology made it easier for employees to work from home and interact with learning portals. In addition, 88% of respondents said that technology helped them adapt to new work arrangements.

In summary, technology is crucial for business continuity during a crisis. Organizations that have invested in technology are better equipped to adapt to changing circumstances and maintain their operations.

Tools to help navigate your recovery
The finance function is central to a company’s ability to survive the crisis and digital tools can ensure its speed and agility.

Red Flag Alert, a credit risk management company, has witnessed financial distress of UK businesses for the last two years. The study found that 73% of UK businesses are finding it difficult to manage their payments. UK businesses are also more likely to make late payments than businesses in other countries.

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In summary, technology and data are crucial for businesses to navigate through the crisis and emerge stronger.
THE COVID-19 EFFECT

Few would have predicted the catastrophic consequences that the coronavirus has had on business operations, finances, staffing and the wider economy, with the aftershock of the global pandemic felt across nearly every industry. What the last few months have taught businesses, however, is the importance of having robust continuity plans and risk management frameworks in place to help mitigate the impact of any future crises.

Before and After COVID-19

<table>
<thead>
<tr>
<th>Percentages</th>
<th>Before March 2020</th>
<th>After March 2020</th>
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<tr>
<td>24%</td>
<td>52%</td>
<td>72%</td>
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Top Issues Affecting Business Continuity

- 82% Country lockdown measures
- 56% International travel controls
- 32% Inadequate remote working infrastructure
- 17% Lack of accurate and timely information
- 16% Mental health issues
- 14% Lack of robust business and supply chain planning

Preparing for the Return to Work

- 70% Updating business continuity plans and protocols
- 53% On-the-ground support for employees
- 52% COVID-19 contact tracing and testing
- 49% WC, PPE, and workplace hygiene
- 44% Health-related supply chain support
- 36% Site health and safety management
- 35%Site threat monitoring tools
- 34% Analytical tools for assessing return to work / operations
- 25% Investing in telehealth services for employees
- 23% Increased investment in employee healthcare
- 18% Investing in workplace safety

Growing the Top Line

- Products or services
- 49%
- Pricing strategies
- 48%
- Distribution channels
- 46%
- Customer segments
- 44%
- Supply chain strategies
- 30%
- Geographic markets
- 26%
- Talent
- 24%
- Mergers, acquisitions, joint ventures or alliances
- 15%
Drawing practical lessons from the crisis

Better use of data, holistic planning and a greater focus on people were among the lessons from the pandemic discussed by six experts in a Raconteur virtual roundtable.

Traditional communication channels are completely challenged; you can see this by the fact we need to do this virtually

In mind with complex supply chains increasingly changing contexts, there is a real change in getting the right supply chains and the right quality of information to help you plan and execute plans. We have increased our frequency of updates across our platforms, such as the World Health Organization, and there is an awareness that you need to be able to react much faster. The companies that understood that were the ones that fared better. We need to mitigate their risk and have what is the impact?

In terms of financial systems, you don’t have the regulatory push which makes you have that transparency. You’re only as strong as the weakest link in your chain, but it is difficult for companies to find that link and one of the ways of doing that is to keep your clients, following things. We have some of our clients that have asked us to think about new data about COVID and sending that out to help them.

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from adopting emerging technology to new business models, food businesses have already demonstrated the importance of being ready to respond to changing demands of customers during lockdown, which may provide opportunities for growth.
As companies adapt to new working practices in the wake of the coronavirus pandemic, an ability to monitor device usage of home workers is vital to productivity and security alike.

Visibility of device usage is crucial in the ‘new normal’

A sudden shift to remote working amid the coronavirus crisis has forced businesses not only to adjust their policies and procedures, but also more exposed to cyberthreats. Complicating things greatly by up to 50% as countries entered lockdown in March, according to research by Barracuda, the UK National Cyber Security Centre has reported COVID-related fraud reports quadrupling.

Ensuring employees could be connected to business services from home, if challenge that had to be met. Companies had to quickly establish a remote working infrastructure, with security concerns heightened. But with many companies also having to manage a large remote work force more effectively from home.

In many organisations, previously trust was at the heart of their culture, in favour of enabling productivity to continue with little disruption as possible. Leaders have taken these lessons learned and applied them on a remote working model. Companies that put just as much emphasis on their people as on their businesses.

As people and workplaces have adapted, so too have remote working practices. One of the greatest challenges is adding another layer of access control. But doing so in a way that doesn’t intrude and doesn’t affect the productive work of the day is where equipment management and access control are key.

Visibility across all employee devices, including their usage, when people are working from home can be critical. From a security perspective, this is a time of doing more with less. Many organisations who are dealing with a spike in remote working following the coronavirus pandemic face the perfect storm of increased demand for cloud services, increased access to sensitive data, and a lack of resources to support them. Cybersecurity isn’t just enhanced by the visibility related to the solution and the ability to be more proactive, there are also many security vendors helping to make sure that organisations are better protected.

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Don’t let D&I fall by the wayside

Diversity and inclusion are key ingredients of organisational resilience, so businesses must ensure they are not forgotten amid coronavirus-related disruption.

Cath Everett

DIVERSITY 1.0

Diversity 1.0 companies, which govern 65% of the market, are dominated by employees from a narrow mix of backgrounds and cultures, which distorts the way they do business and perceive the world. In this type of organisation, the focus is on compliance with legal diversity requirements.

Diversity 2.0 companies, which govern 25% of the market, are more diverse than Diversity 1.0 companies. They are able to bring in outside perspectives and expand the pool of talent and resources available to the organisation. Diversity 2.0 companies are more resilient and have a higher success rate in a crisis than Diversity 1.0 companies.

Diversity 3.0 companies, which govern 10% of the market, are made up of Inclusion 3.0 organisations that embrace diversity and inclusion as a strategic business objective. Inclusion 3.0 organisations are those that have fully embraced diversity and inclusion as a business strategy and are committed to creating an inclusive and diverse workplace. Inclusion 3.0 organisations are not just compliant with diversity requirements, but also actively promote diversity and inclusion as a key driver of organisational success.

There’s a real risk that employers try to put sticking plaster over something that really needs surgery

As organisations are being rapidly remodelled, the risk of overlooking diversity is high. This can lead to critical failures in communication and decision-making, and to finding new ways of going forward.

According to a survey of the current year’s health care data from McKinsey & Co., among the factors that contribute to a higher risk of failure, the most robust continuity plans were found to be the fastest to respond, the most collaborative, and the most focused on the customer experience. These factors are also critical in the case of an organisation during a crisis.

As the world moves into a post-pandemic world, the need for a diverse and inclusive workforce is even more critical. The post-pandemic world will require a new kind of leadership, a new kind of management, and a new kind of organisation. It will require a new kind of business, one that is more diverse and inclusive, one that is able to adapt and thrive in a changing world.

But Broomfield-Reid points out: “If any element of a business plan was governed by the organisations’ ability to adapt quickly, you would have expected this year’s crisis to be the greatest test of all.”

The pandemic has forced organisations to adapt quickly, but there is a risk that organisations may not be prepared for the challenges ahead. This is because organisations may not have fully embraced diversity and inclusion as a business strategy.

The UK’s Office for National Statistics (ONS) has published data on the gender pay gap in the UK, showing a narrowing of the gap since 2010. This is likely to be due to a combination of factors, including changes in employment patterns, and the increasing prevalence of part-time work.

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Luxury brands—stalwarts of traditional, high-end products and iconic customer service—had to rapidly pivot their offerings to adapt to the pandemic, which is set to disrupt the trading environment for some time.

"Luxury brands have engaged in story-telling to underline their provency and authenticity" - Dickson Pearce, Managing Director at HCS Insight

"The current environment provides an excellent opportunity for CPOs to showcase the full potential of procurement can bring" - Chris J Ratcliffe/Getty Images

"Forming a relationship" - The value of customers and workforce retention. Johnstons of Elgin and Scottish and Northern Lights (S&NL) are making the most of a rare opportunity to form a meaningful relationship.

"Flexibility is key to a successful and safe return to operations" - Johnstons of Elgin

"Return to operations amid the coronavirus outbreak will make as define an organisation’s success as its initial response to the crisis" - Johnstons of Elgin
**Observability protects continuity while unlocking innovation**

Organisations often struggle to balance the development of new products and features while maintaining the reliability of their systems. Heightened demand for digital services during the coronavirus pandemic has emphasised the need for system observability and new experimental cultures to enable reliable growth.

**For all organisations, observability provides a sharp view into their systems, creating clarity on where improvements can be made and how problems need to be resolved.**

When asked how their organisations measure the success of their observability programs, 78% of leaders say observability is key to the development of new software in a strategy prioritised for both customers and employees (Table 9). Leaders

According to Tink, another cyber security director at Telus, an essential component of resilience is comprehensive cyber security. To that end, Tink employs a rigorous approach to cyber security. The company’s distributed customer-facing “in-the-box” teams are responsible for identifying and addressing potential security issues. This approach enables Tink to rapidly respond to threats and mitigate new vulnerabilities.

Tink’s approach to security is not limited to technological solutions. The company also places a strong emphasis on culture and training. Tink invests in regular security training and awareness programs to ensure employees are aware of the latest threats and best practices.

Tink’s commitment to security is demonstrated by its recent implementation of a multi-factor authentication system. This system requires employees to provide two forms of authentication, such as a password and a biometric identifier, before they can access sensitive data. This approach significantly reduces the risk of unauthorized access and enhances overall security.

In conclusion, Tink’s approach to security is a testament to the company’s commitment to protecting its customers and maintaining a resilient digital environment. By prioritizing security at every level, Tink ensures that its products remain secure and trustworthy, regardless of the challenges it may face in the future.

For every senior executive with a grasp of the entire range of socio-economic and political factors, Agile and rapid decision-making across an economy and Brexit to global recession and system failures and human error,” says Ben Groucutt, founder of business continuity and IT disaster recovery specialist Inhouse24, whose clients include the National Trust.

“Although 90% of UK villages have access to the internet, public access is spotty, particularly in remote or rural locations. This access is increasingly important as people are working from home for the first time. Consequently, the need to foil the rising number of information security threats is critical. But for many organisations, this can be challenging, particularly in the face of limited resources and budget constraints. Inhouse24 is dedicated to empowering organisations with the knowledge and tools they need to protect their digital assets and prevent disruptions caused by cyber attacks. By providing comprehensive and customizable IT disaster recovery solutions, Inhouse24 enables businesses to respond quickly and efficiently to unexpected events, ensuring minimal downtime and maximum business continuity.”

For all organisations, observability provides a sharp view into their systems, creating clarity on where improvements can be made and how problems need to be resolved.

The Royal Society of Chemistry (RSC) is the world’s leading chemistry community committed to excellence in all aspects of the discipline. Based in London, the National Cyber Security Centre (NCSC) was set up to provide a strategic view of the cyber landscape and a strategic overview of the state of cybersecurity in the UK. The NCSC works with government, industry, and academia to provide a comprehensive view of the current cybersecurity landscape and to develop effective strategies for improving cybersecurity.

For all organisations, observability provides a sharp view into their systems, creating clarity on where improvements can be made and how problems need to be resolved.

We have successfully implemented observability strategies across a wide range of sectors, including healthcare, finance, and manufacturing. These strategies have helped organisations discover and address hidden issues, reduce downtime, and improve overall system performance.

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Crisis Control
is a cloud based Emergency Mass Notification application combined with a state of the art Incident Management platform

- Simple, intuitive and award-winning App & Platform
- Ease of deployment, ideal for self-implementation
- Incident library and templating to help organisations create BC plans
- Integrated e-learning

Crisis Control

At the start of the year, lockdown had four conferences in the pipeline, including its first event in Singapore. Then the coronavirus hit and regular special events such as business conferences were suddenly off the cards.

Resident Alex Theuma knew lockdown would need to pivot to include: how could it continue to provide value for sponsors and attendees who were suddenly looking to network?

For events that went online in June, lockdown has created a platform to reduce cost and entry pricing for both sponsors and attendees, with an average price of $99 compared to the $499 starting price for its previously scheduled in-person event.

In Dublin, locksmiths are common down by 60 per cent year on year, but Thunsian technicians can’t keep the prices of future virtual conferences by leveraging the lockdown’s ability to collect.

Using conferencing platform Hopin, lockdown can share how low attendance rates are fading for, in which they’re watching and how many people they’re networking with via the platform’s data and analytics foundation. The team of four atlases at Jaunt’s virtual event managed to reach up to the maximum between them across two days, while Thuma says the average revenue left on lockdown.

“While able to provide directly say how much data we won the actual processing 300 flights,” he adds. “We can’t do that with in-person events.”

Crowd control

The events and hospitality industry has been blindsided by government mandated social-distancing measures enforced across the world as a result of the coronavirus pandemic. Here are five examples of how businesses have pivoted their services to provide safe ways for people to connect, eat and be entertained.

Sarah Drummon

Forging digital connections

In November 2019, Naja Austin opened the doors to Ethel’s Club, a social and women’s club for people of diverse backgrounds. In March 12, she was closing the doors.

The event and hospitality space had been wildly popular from the get-go, with 210 members and a waiting list of more than 4,000. Now wanting to make space, and retaining members more likely to be doing business connection more than ever, Ethel’s founder decided to take the community online.

Ethel’s digital membership features a programme of live-streamed wellness sessions, guided meditations and professional skills workshops, broadcast three times a week.

At 10 or 11pm, the search is significant time greater than the physical membership of 464 members, but Austin says that because she’s no longer restricted to the physical confines of her 4,570sq-ft Brooklyn space, Ethel’s now has the opportunity to go international. Since launching four months ago, there are now more than 3,000 members in Germany and the Netherlands.

“The biggest thing I’ve learnt is think bigger,” she says. “How we can rework spaces for the next people?”

Organisations have an unprecedented opportunity to rethink and repurpose

Managing a crisis effectively requires cultural preparation. By the time a crisis hits, it will be too late to prepare. Preparing is the art of control and managing a crisis. It’s likely a plans-based model will not suit you. If this will be in the same place when a crisis happens, then plans need to be made for even more likely a plan made than what will be out of date and unusable.

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For better or worse

Coronavirus has had a damaging effect on revenues and customer numbers for nearly every part of the events industry. For wedding companies, the impact has been catastrophic, forcing organisations to shake up their offerings.

MelodyVR

With more than 700 bookings across April and May, business was still a fraction of pre-COVID levels. As the media atenção grew, with the company’s 360-degree virtual reality tours to cut down on venue visits, the concept elsewhere, working with Live Nation in the UK by broadcasting Wireless Festival (virtually) from Alexandra Palace. More than 132,000 fans in 34 countries tuned into the festival, which took place in the first week of July. "More than I ever had in Fantasy Park," the event's original location. MelodyVR’s founder Anthony Matchett notes.

After the launch, Nestle’s marketing department installed MelodyVR’s technology at its Paris offices. For €50 a day, or €200 for the week, the day wasn’t a problem, so 25 hotels started posting tasting boxes out to clients. Mum's hire, have launched online consultations, working with professionals to manage couples’ budget and venue requirements. For the rest of the year, wedding venues have been busy with couples who have moved their dates. Have had to retrain 200 couples and provide them with new project managers to manage their weddings virtually.

MelodyVR’s founder Anthony Matchett notes, "We've had some requests for couples to planning. energy Heathrow. Current restrictions allow weddings with up to 30 people in the UK, so as long as social distancing is maintained, but finances says all couples are willing to make the concessions required. The new nature of weddings is they’re full of love, laughter, reading, dancing," she says. Rates are now being negotiated with couples to manage their expectations, encouraging them to consider unconventional venues for their ceremony and reception, the studio has created a virtual reality tour of the venue. Couples are now being encouraged to book in-person appointments to discuss their options and have a virtual tour of the venue.

Shake up your virtual wedding offers

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Leveraging live-streaming

MelodyVR

It would be easy to assume those in the business of live-streaming would be the first to see the impact of COVID-19. But even MelodyVR, a US company that creates virtual reality music experiences, has had to rethink how to do business.

Indeed, all of its content is based on established music, so its streaming service isn’t threatened, the team had to restructure how and where to create original content and deliver value to clients in the interim.

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The legislation, which is quite foggy, she says. “We’ve been begging for clearer guidelines.”

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**Why mission statements matter**

Mission statements are more than just a public relations exercise; they can help engage staff, improve company culture and guide a business through a crisis.

**Any time something becomes a management fad, stop right there, because it will be fatigued and then out of sight.**

Dr Inma Adarves-Yorno, ex-human resources manager and new psychologist and identity researcher at the University of Exeter Business School, adds: “A mission statement is a very useful means of getting a company’s core values across to customers, investors. But the best ones really stick.”

“A mission statement is a blanket. But a well-crafted mission statement works well both for corporate goals – he’s ex-Climate Change – but also for smaller fry, such as the social enterprises beyond Food Foundation, which he founded, and to give clarity to the impact of his forthcoming social science book!”

“Don’t be so quick to write something down, because this is the bottom line. Boyle highlights the obvious but important distinction, which he says is all the more important now: “The fact is that a company can appear to put smart creative agencies into overdrive, with more and more ‘creative’ campaigns. But the mission statement needs to be in continuous evolution.”

**If a major incident does occur, what’s the immediate response?**

What elements of response are somewhat overlooked?

Mission statements, as with all business functions, are subject to review and evolution. What may once have seemed relevant and important may no longer hold true in the fast-changing business environment.

**What’s the bottom line?**

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**Ghost data breach has no company’s exposure to cyber-attack**

Companies that rapidly adapt to new systems, processes and procedures to accommodate remote working, and aggressively roll out existing solutions not only avoid undue public scrutiny. With everybody suddenly operating from home, patterns of behaviour need to be reassessed. Organisations must evolve in line with the evolving threat.

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