

Leading in the times of Ambiguity

A guide for HR and leaders

The Coronavirus (COVID-19) pandemic has led to massive changes in how organisations operate. The current scenario is unprecedented and it is only natural for organisations to adapt to the changing paradigm.

Human Resources professionals have an important role to play in supporting leaders understand how to create a climate where employees overcome the uncertainty and support each other, help their teams to pull together.

Leaders have the crucial responsibility to mitigate the negative impact it brings and emerge stronger than before. As we navigate through this crisis, uncertainty reigns true for all and the only way now to get ahead is to take steps.

Grant Thornton experts have developed several tips for human resource and other leaders to overcome the crisis in this unprecedented situation, helping them to unite people within the organization for a shared purpose.

Here's how you can proactively modify your people strategy:

01

Try 'work-life integration' instead of 'work-life balance'

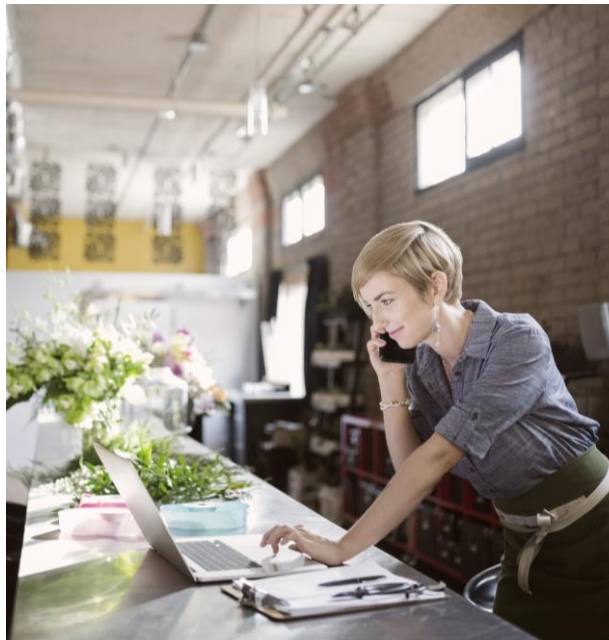
Help team members successfully merge work responsibilities along with personal, day-to-day tasks.



02

Stand true to your values

Take extra effort and think again about what you would want your organization to be known for. Reaffirm the organisational values through words and actions.



03

Set short-term achievable goals

Goals are what take us forward in life. Drive stability by shifting focus from annual to short-term or quarterly goals. Allow for revisions as new market realities come to light.

04

Identify mission-critical work

Set out key focus areas to help teams prioritise and allocate resources appropriately.

05

Decentralise authority to empower rapid response

Form cross-functional, agile teams to react to the changes in business environment.



A man in a light blue shirt is standing and presenting to a group of people seated around a large conference table. The room has a brick wall and a large window. The man is gesturing with his right hand while holding a pen. The audience includes a man in a blue shirt, a woman in a blue top, and a man in a blue shirt. There are laptops and papers on the table.

06

Move to outcome-based performance management

Adopt your goal-setting process to move from effort-based to outcome-based metrics that evaluates results better.

07

Upskill and reskill

Identify skill gaps in your workforce based on current needs and future opportunities. Focus on developing capabilities through digital learning.

08

Look inwards for success stories

Capture stories of teams coming together to overcome the adversity caused by COVID-19 and inculcate their best practices throughout the workforce. People are capable of amazing things in a time of crisis.

09

Be honest, empathetic, clear and simple

Be the trusted source. Remember that in any communication plan, it's important that your audience understood you right. If necessary, say something several times in different ways.

10

Inspire employees! They need hope!

Show your hope for the future and inspire it in your employees. Keep your team and your company anchored toward what truly endures -- your purpose and your values.



11

Establish communication channels

Create communication channels to keep the information smooth with the organization and clients. Reinforce and guide non formal communication channels to support the sense of connectivity with the Company.



12

Use technology where possible

Maintain technology platforms, introduce new tools and solutions to help employees navigate smooth operations.

13

Create a sense of ritual

Introduce rituals to the teams to keep sense of normality and stimulate work efficiency.

14

Inspire new leaders

Improve team members' engagement by sharing team leadership, so as to emphasize their own influences to the team.

Ensure that the team is on the same page with a common goal and responsibilities are clearly defined.



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If your organization is currently looking into ways to overcome the crisis and shape or adjust your people strategy, contact us and Grant Thornton's advisors will help you navigate through this process.



8/1 Vagharshyan str.
0012 Yerevan, Armenia



+374 10 26 09 64



gta@am.gt.com