

Inclusive cultures that focus on employee well-being will prove most resilient.

As we move past this crisis and begin to develop a new normal, we will be faced with new challenges and realities. An organization's culture will make or break its ability to be resilient and rebound following the current crisis.

As experts in workplace and organization consulting, PDR has identified four key areas of organizational culture to focus on as you re-enter the workplace and determine your new normal.

1 Leadership

- Address shifts in values and priorities
- Lead through a changed world
- Prepare employees for success
- Adopt blend of structured and distributed leadership

2 Behaviors + Protocols

- Enhanced health and wellness protocols
- Communication protocols
- Meeting and engagement protocols
- Comprehensive New Employee Onboarding

3 Collaboration + Innovation

- Teams have agreed-upon set of principles and values
- Trust is strengthened through inclusivity
- Invest in the right tools and technology

4 Social Connections

- Intentional and genuine connections
- Enable spontaneous connections
- Face-to-face remains ideal

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1 Leadership

Address shifts in organizational and personal values and priorities

Continually discover and activate values best suited for employees and the organization
Focus on commitments to all stakeholders, especially employees, customers, suppliers, and local communities

Lead the organization through a changed world

Reinvent the organization and find opportunity in this market
Create long-term strategic plans based on scenario planning but flexible and adaptable to change
Establish psychological safety through frequent, transparent communication and empathy for employees
Quickly gain new skills necessary to lead a distributed workforce

Prepare employees for success in a changed world

Accelerate organization-wide reskilling and upskilling efforts
Conduct deeper succession planning within all levels of the organization

Adopt a blended model of structured and distributed leadership

Provide clear goals and direction and eliminate ambiguity for distributed employees
Share all leadership and decision making to increase creativity and innovation

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1 Leadership

2 Behaviors + Protocols

Enhanced Health & Wellness Protocols support psychological safety

- Establish new norms on hygiene best practices (e.g. contact-free greetings)
- Develop policies regarding sick leave that reinforce a culture of *not* coming to work sick
- Promote and support healthy habits (e.g. sleep, exercise, stress reduction, etc.)

Virtual and in-person communication protocols ensure clarity and direction

- Teams determine communication platforms, protocols, expectations, and what information needs to be shared
- Document or record all shared information and make it available to all team members

Meeting and Engagement Protocols support a “remote first” culture

- Enabling video in team meetings becomes required and necessary to stay connected
- All onsite workspaces and meeting rooms provide video functionality
- Meeting times are rotated to accommodate time zones of all team members
- All meeting participants are given a task to reinforce a sense of shared responsibility

Comprehensive New Employee Onboarding to improve connection to the organization

- Onboarding process begins before the employee’s start date and lasts through their first 90 days

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Teams function under an agreed-upon set of principles and values

- Determine a common vocabulary and guidelines for how the team will work
- Practice clear, consistent, and proactive communication following established protocols
- Encourage prompt responses, providing useful feedback, and a positive, supportive tone

Trust is strengthened through inclusivity, empathy and connection

- All team members equally provide input and are involved in important decisions
- Formalize a process for the organization to support the exploration of innovative ideas
- Provide training and coaching on empathy skills
- Conduct regular virtual team-building exercises to maintain connection
- Recognition is shared frequently and equally for all team members

Invest in the right tools and technology to empower virtual teams

- Collaboration platforms, such as Slack or Teams, enhance team communication and productivity

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Connections between team members are intentional and genuine

Every team member has a responsibility to connect one on one with their colleagues
Implement virtual water coolers gatherings, such as weekly social video chats, virtual team lunches, teatimes, happy hours or one-on-one video calls
Use the power of videos to capture attention, such as “get to know you” videos
interviewing new or long-time employees, have team members share their daily experiences with each other through Instagram Stories

Provide the foundation for spontaneous connections between colleagues.

Leverage collaboration and social platforms as the foundation for spontaneous connections
Create social channels for employees to discuss topics of interest not related to work

Face-to-face activities remain the ideal way to build a connection

Host company retreats or events to bring people together in one place
Balance face-to-face time with equal parts of social activities and work tasks