

# Changing the Leadership role of the Chief People Officer post covid-19

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Activity			
<ul style="list-style-type: none"> <li>• Tactical fast response to maintaining operations: working from home, technology</li> <li>• Working with TU and Worker Representatives to: manage collaboration and adaptability</li> <li>• Managing the workforce: critical workers, furlough, redundancy</li> <li>• Operational support to employees: sickness, holiday, flexible working</li> <li>• Response to health and wellbeing: physical health, mental health, dealing with abusive relationships</li> <li>• Return to work planning: travel, facilities, and social distancing</li> <li>• Motivating workers: vision, clarity</li> <li>• Policy support: health and safety, WFH</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of return to work plans and working with: IT, Facilities, Building Management and Landlords to make this stage safe</li> <li>• Health, welfare and family abuse policies and help</li> <li>• Developing policies on: WFH, flexible working, travel and transport</li> <li>• Providing WFH Assessments</li> <li>• Assessing business requirements: with Directors and Functional Heads</li> <li>• Working with TU and Worker Representatives to: get back to work</li> <li>• Managing the workforce: critical workers, furlough, redundancy</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership Team taking stock to understand market position, financial strength, security of customer base and supply chain, product development and service distribution</li> <li>• Leadership Team looking at Digital Strategy and how to utilise: Robotics, AI and Cloud Technology</li> <li>• Cyber Policy critical for WFH security</li> <li>• Leadership Team developing, Vision and Strategy to re-build which will include: WFH, Wellbeing, a change in behaviours and impacting culture</li> <li>• Leading to a series of projects and programmes to move forward and protect from future pandemics</li> <li>• New business continuity plan in development</li> </ul>	

**Respond**

**Recover**

**Rebuild**

HR has achieved so much to protect the organisation and its people through covid-19

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## Capability

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| <ul style="list-style-type: none"> <li>• Mostly tactical and responsive in nature taking HR policies and procedures to their boundaries</li> <li>• Chief People Officers increasing credibility with CEO and Boards of Directors as seen as a 'safe pair of hands'</li> <li>• Business Partners and Heads of capable in many organisations and where a lack of capability supplemented to varying degrees by: Government, CIPD, HR advisors and Legal Firms providing advice and guidance</li> </ul> | <ul style="list-style-type: none"> <li>• Still relatively tactical with focussed change on: return to work and increasing productivity</li> <li>• Developing new policies and procedures: redundancy, sickness absence, holiday, travel, flexible working</li> <li>• Business Partners and Heads of showing huge capability in many organisations</li> <li>• Chief People Officer maintaining credibility but reacting to the requirements of the Directors and Functional Heads</li> </ul> | <ul style="list-style-type: none"> <li>• HR managing business as usual and seen as the leaders for flexible working and wellbeing</li> <li>• Chief People Officer using strategic skills and experience as well as being able to apply innovative thinking to the building of the new organisation</li> <li>• Chief People Officer providing: vision, clarity, inspiration and clear communications messaging</li> <li>• Chief People Officer needs to be able to 'do digital' to take part in the IT debate</li> </ul> |
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**Respond**

**Recover**

**Rebuild**

It now needs to examine how to re-build and to establish its place as a strategic player

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## Comment

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| <ul style="list-style-type: none"> <li>• Plays to operational and tactical skills of whole Team</li> <li>• Employee well-being high on the agenda</li> <li>• Great performance in support of the business</li> <li>• Recognised by Board as great advisor and safe pair of hands</li> </ul> | <ul style="list-style-type: none"> <li>• Plays to operational and tactical skills of whole Team</li> <li>• Chief People Officer drawing on strategic skills to maintain leadership position</li> <li>• Leadership Team getting what it wants but HR position starting to erode in some cases due to shifting priorities</li> </ul> | <ul style="list-style-type: none"> <li>• Chief People Officers using strategic and innovation skills</li> <li>• BAU/Operational HR continues to support the business</li> <li>• Employee well-being may slip the agenda due to shifting priorities</li> <li>• Digital insights and being digitally savvy needs to come to the fore</li> <li>• HR Leaders need to develop and learn quickly to maintain their place of influence with CEO and Board</li> </ul> |
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**Respond**

**Recover**

**Rebuild**

Strategy, innovation, well-being and digital all need focus and attention