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Re-energizing organizations for the long-term

Discussion document

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Covid-19 impact on society

~65M

Cases
worldwide

~1.5M

Deaths worldwide

~10

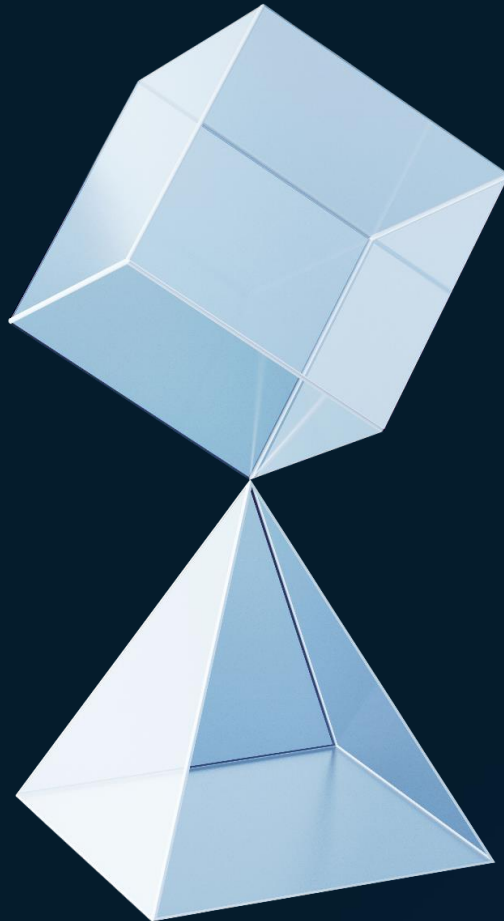
trillion

Cumulative global
output loss

>50%

Of world population
have been under
COVID-19
lockdowns

COVID has also seen organizations achieve heroic achievements in record time



Redeploying talent

A global telco redeployed 1,000 store employees to inside sales and retrained them in **3 weeks**

Launching new business models

US-based retailer launched curbside delivery in **2 days** vs. a previously planned **18 months**

Improving productivity

An industrial factory ran at 90-percent-plus capacity with 40 percent of the workforce

Developing new products

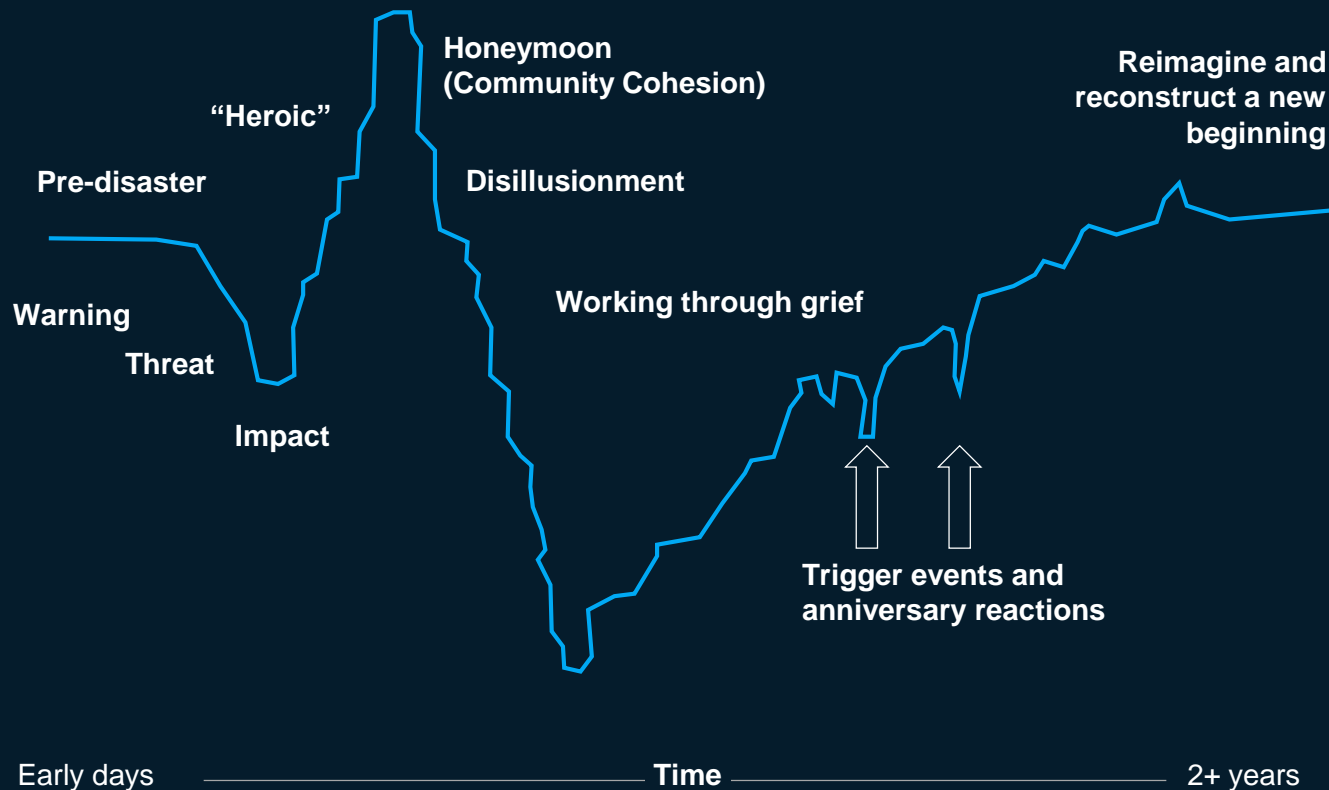
An engineering company designed and manufactured ventilators within a week

Shifting operations

Coordinating with local officials, a major shipbuilder switched from three shifts to two, with thousands of employees

Despite the upside, organizations and workforces are struggling with “pandemic fatigue,” which if not managed could drag on for years

Post-crisis response stages

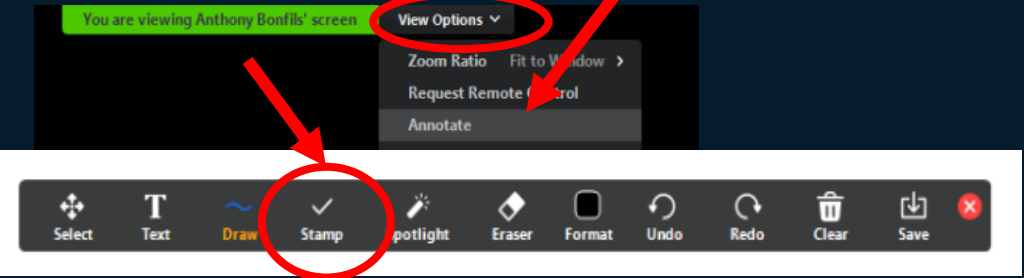


*75% of employees in the US report symptoms of **burnout**, and rising*

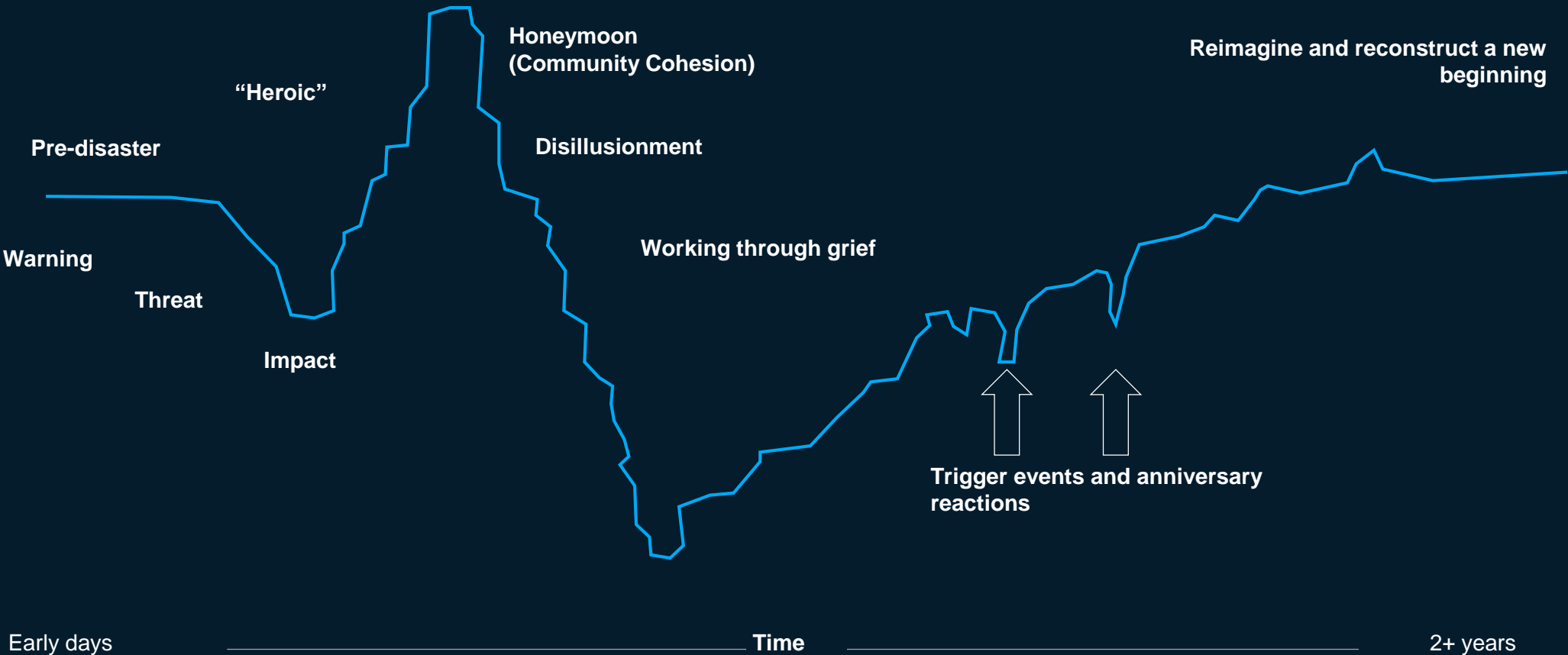
*Employees report “**very poor**” mental health at a rate 3x higher than pre-crisis, and rising*

*39% of leaders report their own or a family member’s **physical health** negatively affected by the virus, and rising*

Where are you personally?



Post-crisis response stages



Source: Zunin and Myers (2000) as cited in DeWolfe., 2000; Malinen, S., Hatton, T., Naswall, K., & Kuntz, J. (2019). Strategies to enhance employee well-being and organisational performance in a postcrisis environment: A case study. *Journal of Contingencies and Crisis Management*, 27(1), 79-86.

Where do you think your organizations are?

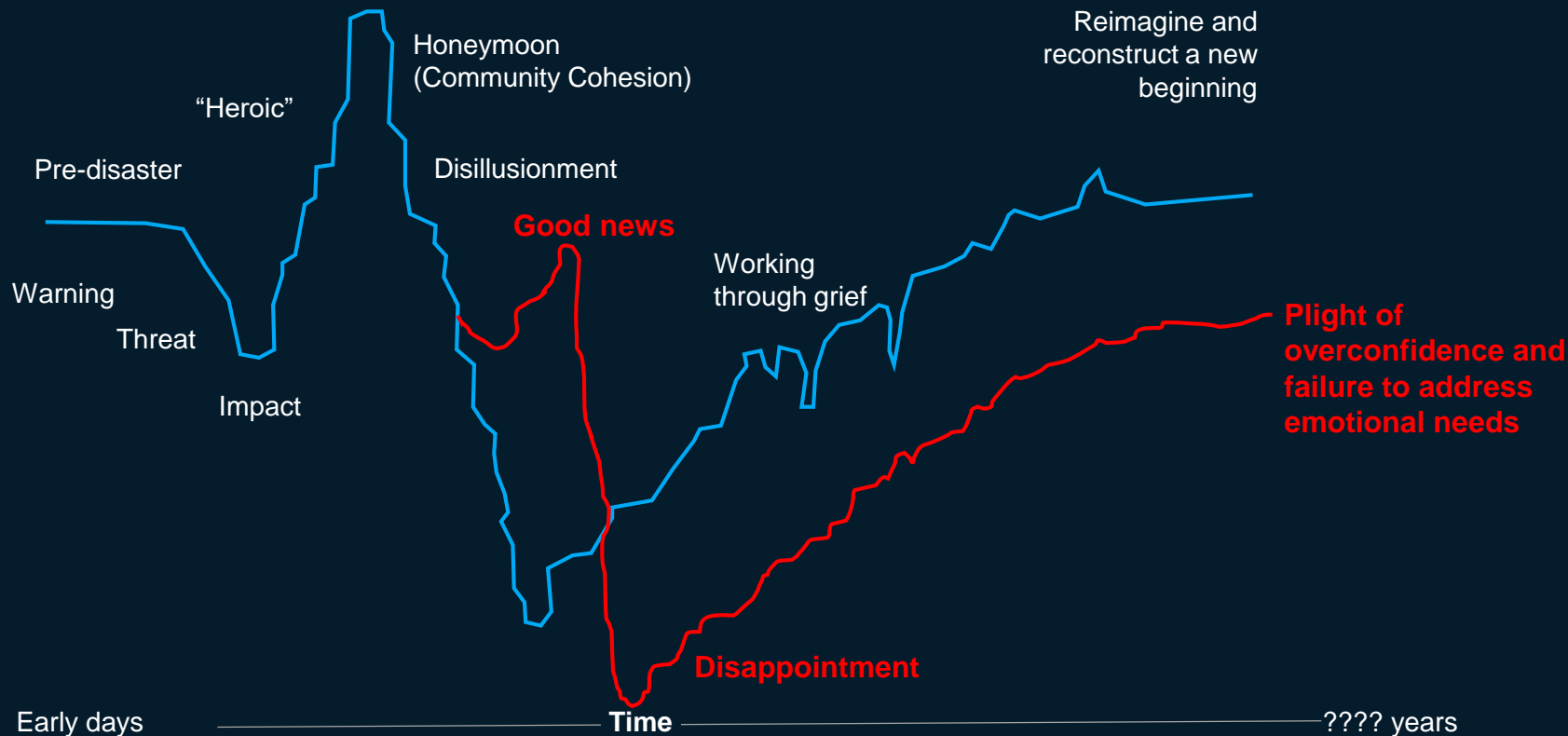
Post-crisis response stages



Source: Zunin and Myers (2000) as cited in DeWolfe., 2000; Malinen, S., Hatton, T., Naswall, K., & Kuntz, J. (2019). Strategies to enhance employee well-being and organisational performance in a postcrisis environment: A case study. *Journal of Contingencies and Crisis Management*, 27(1), 79-86.

Even as recent news gives hope, it is more important than ever to proceed with bounded optimism

Post-impact stages of community crisis response

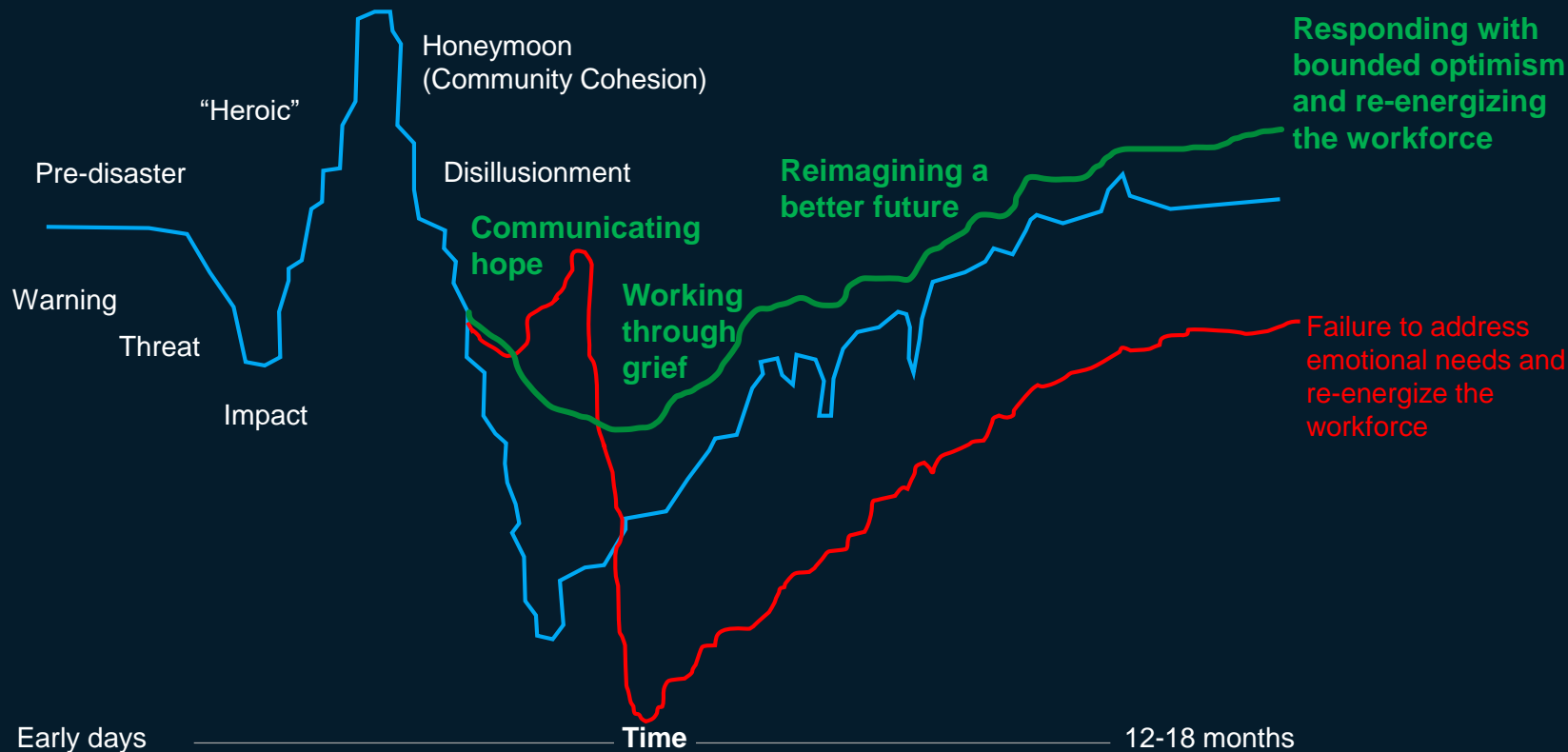


In the face of early good news, i.e., prospect of a vaccine, leaders should retain a healthy dose of realism about the timeframe and struggles still to come

Too much optimism too soon puts individuals and organizations at risk of further disillusionment

Leaders can help the workforce through these challenges, mitigate burnout, and recharge the organization with renewed energy

Post-impact stages of community crisis response



Leaders need to shift focus:

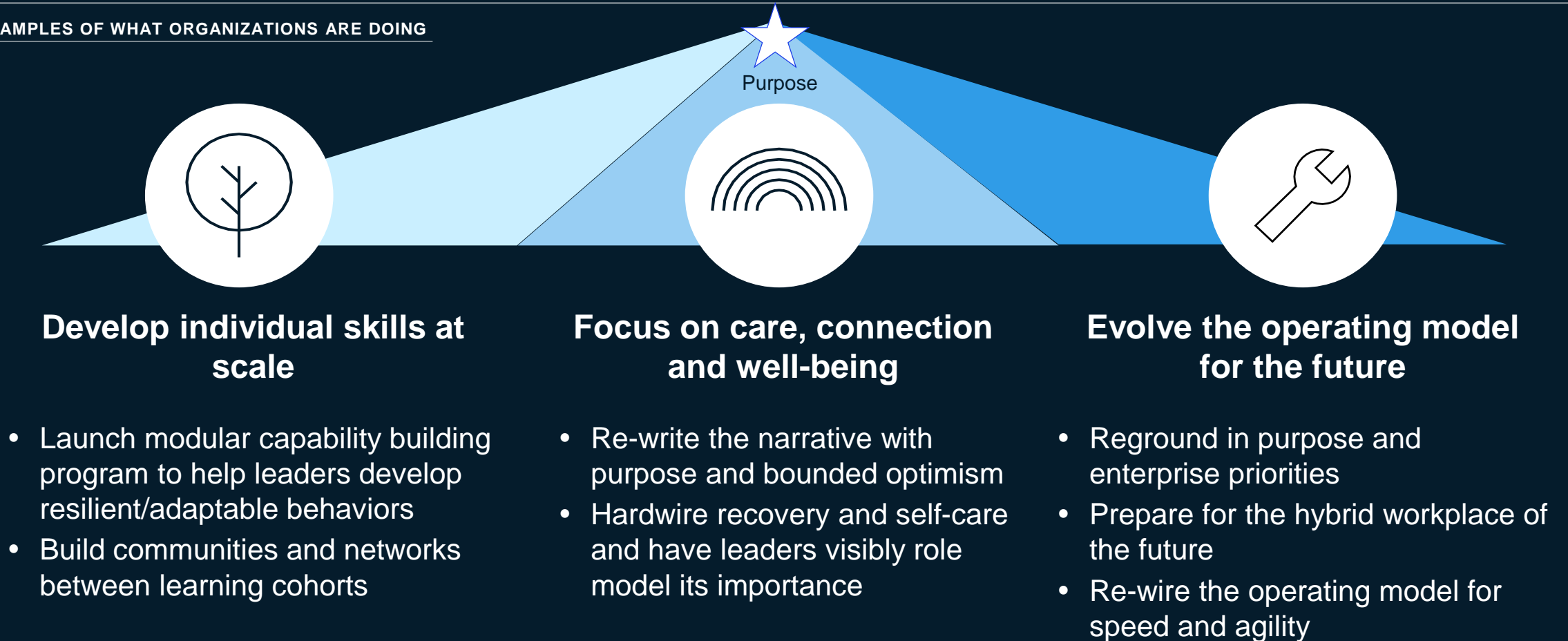
From: Responding to the crisis, using “steely grit” to endure, or being overly optimistic about “getting back to normal”



To: Providing empathy and support, creating a new narrative for the future, and building resilience & adaptability for what comes next

Recognizing that each organization will have to “learn its way” into the answer—it could include elements from a few related areas

EXAMPLES OF WHAT ORGANIZATIONS ARE DOING



((o)) Rapid listening throughout

APPENDIX

Since there is no ‘one-size-fits-all’ approach, the path to re-energizing an organization starts with listening

EXAMPLES OF WHAT ORGANIZATIONS ARE DOING



Listen to people

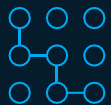


Executive listening sessions

For leaders to hear the authentic voice of employees and how they are really doing

Crowdsource ideas

Through tech-enabled platforms like “Synthetron” or “Listening.app” to understand what’s draining energy, what’s working, etc.; NLP can help assess overall employee mood



Listen to data



Well-being, Employee Experience (eX) and/or Mental Health Survey Data

Can be used to identify employee groups with disproportionate needs

Pre-existing data

Can be analyzed in aggregate to monitor where needs are most acute, impact to the business, etc.



Beyond helping understand how your employees are really doing, the mere act of connecting with and listening to employees has a major re-energizing effect



Develop individual skills at scale: Building capabilities on adaptability and resilience

Learning Objectives

1. Adopt adaptable mindsets and behaviors at the individual level
2. Foster adaptable, resilient teams using psychological safety and learning team behaviors
3. Orient the enterprise for adaptability and resilience

Target Audience

Enterprise-wide

Duration

Instruction time: 4-6 hours

Learning journey: ~3 months

Language(s)

English

Adaptability and Resilience addresses adaptability (the “learning and resilience muscle”) at the individual, team, and enterprise level. A plug and play combination of digital self-paced learning, behavior and social reinforcement through the mobile Inspire app, and live virtual workshops.

Learning journey



Diagnostics

Pre- and post-program adaptability assessments (both self-rated and rated by 2-5 nominated colleagues)



Virtual workshops

Four 2- to 3-hour virtual workshops to conduct deep dives into concepts covered by digital modules. Highly interactive, experiential, and effective for relationship-building among participants.

- **Personal resilience:** Individual mindsets, awareness, well-being, and coping
- **Interpersonal resilience:** Maintaining attention, empathy, compassion, and vulnerability, even in difficult conversations
- **Resilient teams:** Building psychological safety and employing the tactics of learning teams
- **Purpose:** Organizational, team, and individual purpose in decision-making and prioritization



Digital learning

Ten 15- to 30-minute digital courses

Required: Learning intentions, learning habits, mindsets, awareness, well-being, psychological safety, learning teams
Optional: Personal purpose, strong relationships, organizational team purpose



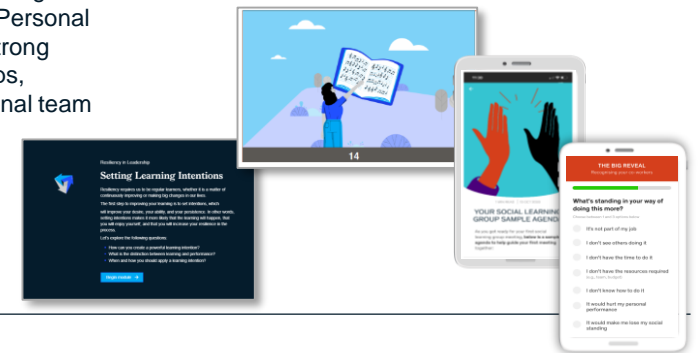
Peer learning teams

Social learning groups managed by the Inspire app – including digital chat and live get-togethers



Reinforcement

Inspire mobile app sends personalized, daily push notifications to reinforce behavioral change



Impact and testimonials:

99%

recommend the program

94%

found content relevant to their role

“This program is a great way to spend some time with colleagues, exploring new ways of communicating and interacting as we adapt to a new way of working. For me personally, the program gave me some reflection time and I left with more energy and more curious to keep trying and exploring new ideas.”

Top 200 client executive, LATAM

“This is a unique opportunity to develop capabilities to help you lead your team in a way that’s more effective, sustainable and fulfilling.”

Client HR officer, NA



Focus on care, connection and well-being

What to get right

i Rewrite your narrative to help employees accept their new reality, grieve, and find optimism & purpose

Illustrative examples of what others are already doing

Share image of what the future workplace could feel like; acknowledge what will never return to “normal”

ii Formalize the informal – build back time for caring human connection

Carve out significant time in the calendar and meeting agendas for informal check-ins on how people are really doing; encourage employees to seek community outside work

iii Hardwire recovery and self care

Give a paid day off to all employees, “Zoom-free Thursdays”

iv Get serious about freeing up capacity and ruthlessly prioritize

Calendar wipeout and clean sheet, sunset initiatives to radically reduce work in progress

v Visibly act on employee input and feedback

Share in public forums the actions that have resulted from employee listening



Evolve the organization's operating model

What to get right

- i Clarify and cascade enterprise purpose and strategic priorities so that all colleagues can focus on what matters**
- ii Refresh working policies to be more flexible and responsive to employee needs**
- iii Push decisions down and drive radical empowerment**
- iv Rewire your organization's operating model for speed and agility**
- v Revisit talent processes and performance management to drive learning, resilience and adaptability**

Illustrative examples of what others are already doing

- Assign full-time resources to top value initiatives and teams; pause or stop other efforts to free up and focus critical resources on the top priorities
- Design future hybrid-remote working model with increased flexibility and employee choice, while enhancing connectivity and productivity
- Streamline/eliminate management approvals, steering groups and committees
- Move from an annual planning cycle to a quarterly planning cycle, with 90-day cadence to review priorities, flow resources (people, capital) to greatest opportunities, etc.
- Integrate new leadership behaviors (e.g., inclusive leadership, psychological safety) into performance management systems