

16 April 2020

Resilience Through Crisis:  
*Leadership and Innovation*

## Background

During this time of crisis, most leaders and companies will begin by focusing on how to keep the business afloat, considering greatly reduced or no revenue, coupled with the need to manage the fixed and variable costs of doing business.

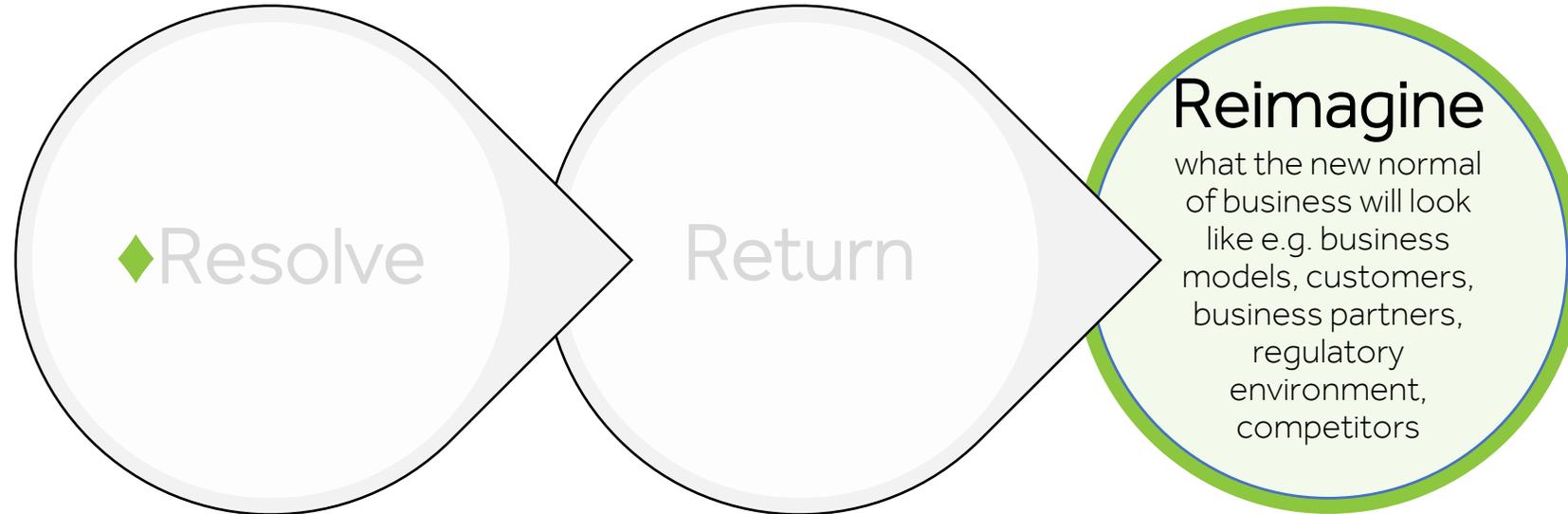
We believe that once companies have provided stability and addressed immediate priorities, it is important to get people to focus on the new future. While COVID-19 will have disrupted the products and services you offer and how the work itself is done, this is also an opportunity to focus on the new possibilities that disruption can create for the business.

## Three Horizons of Change



# Leadership Matters

*Horizons of Change*



*Leadership Behaviours*





## Leadership Behaviours in times of crisis

- ◆ 'Deliberate' calm
- ◆ Demonstrate empathy, show awareness of the very real challenges that the team are facing in their personal lives, and create an environment of safety/certainty as far as possible
- ◆ Transparent and frequent communication
- ◆ Bounded optimism or confidence combined with realism
- ◆ Make decisions amidst uncertainty: assess, anticipate, then act
- ◆ Shift from problems to solutions, involve the team in solutioning
- ◆ You are not alone... connect with other leaders and seek help if you need to



## “Reimagine” Questions

- ◆ What may be new social needs arising from the current situation that can give rise to new products/services?
- ◆ Can we explore new customer segments and delivery mechanisms with our current products/services?
- ◆ Is this an opportunity to clean house in terms of discarding less profitable products and services from the portfolio?
- ◆ Can we leverage our core competencies to produce other goods/services that will address the 'new' needs of customers?
- ◆ Can we relook at our traditional office environment (vs virtual office) to make us more effective/efficient?

## Examples

- ◆ Online delivery of products/services – telemedicine, telehealth
- ◆ Traditional businesses are fast converting sales channel to e-commerce
- ◆ Orvec in UK – from producing cushions cases and cloth head rest covers to PPE
- ◆ Elemental Distillers in Marlborough – from making spirits to producing hand-sanitizers
- ◆ Bridal boutiques/clothing manufacturers making face masks
- ◆ Collaboration with business to provide expanded offerings - in UK, a butcher, green grocer, bakery in the same vicinity have banded together on a common website to offer a one-stop shop (and savings on delivery costs)
- ◆ Web designers are rapidly ramping up their services to design e-commerce platforms
- ◆ Cluster of top restaurants in Wellington are offering their recipes online for a small fee – source of revenue + maintaining brand presence
- ◆ Villa Maria – partner with campervan rental company to provide onsite accommodation for families of staff so that they can continue with the work over 24-hour shifts
- ◆ Kerridge examples – delivering the entire search process via video, offering career transition advice and coaching online, delivering leadership workshops via video



## “Retain and Develop Talent” questions

- ◆ Who are our best people?
- ◆ How do we retain them in the current situation and keep them engaged?
- ◆ What can we do to develop them while we are less busy?
- ◆ How do we prepare our people to be first “out of the blocks”/better than our competitors once business normalcy resumes?
- ◆ How can you go the 'extra mile' for your team?

## Examples

- ◆ Your employer brand is key!
- ◆ Negative examples:
  - ◆ Billionaire Richard Branson asked Virgin Atlantic staff to take 8 weeks unpaid leave - led to public criticisms. One week later, he pledged £215 to protect jobs
  - ◆ Sports Direct founder faced fierce criticism after he tried to claim Sports Direct was an essential operator for keeping the nation fit, before performing a U-turn and closing his stores. He has now offered the company's "entire fleet of lorries" to the NHS to help deliver medical supplies and equipment.
  - ◆ Website in UK is crowdsourcing the good and bad corporate examples of treatment of staff – the impact of social media on corporate branding
- ◆ Positive example:
  - ◆ Former Manchester United team-mates Gary Neville and Ryan Giggs closed the two Manchester hotels they own, allowing NHS staff free access to the rooms. No staff redundancy during the hotels' closure.
  - ◆ Companies less impacted by the crisis are starting to take advantage of this slow down to review their talent and work on learning and development.
  - ◆ Leverage lots of free online resources from global business schools and consulting firms
- ◆ Kerridge examples – knowledge hour on employment contracts, remuneration principles, online/video interviewing techniques, leadership lessons from chief executives



## Summary

- ◆ Manage what is “Urgent” but also start thinking of what is “Important”
- ◆ Leadership is a team sport - you don't need to have all the answers, involve others. Most people will do what is necessary to help the company (and help themselves)
- ◆ When one door closes, other doors may open – stay positive (as far as possible) as the team looks to you for leadership
- ◆ Do not underestimate the power of re-imagination and retain and develop your best people!

# Thank You

## **Email**

cheewei.kwan@kerridgepartners.com

## **Phone**

+64 9 969 9900

## **Address**

Level 15, 51 Shortland Street

Auckland 1010