

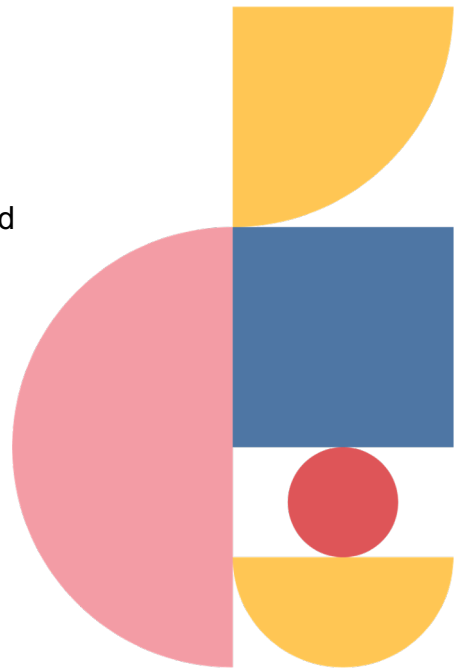


Kanarys

Leading Effectively During A Global Pandemic –
A Resource Guide for CHROs and Diversity, Equity and
Inclusion Professionals

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A Resource Guide for CHROs & CDOs – Key Considerations & Recommendations for the C-Suite

Overview

Opportunities abound for CHROs and CDOs to lead effectively during COVID-19. This guide presents some considerations and best practices to guide key areas of consideration for C-suite executives during this unprecedented time.

Employee Considerations

Employees are facing multiple stressors all at once. Fears of job loss, the blurring of lines between home and work life, juggling work with homeschooling and health and safety issues are top of mind for several employees.

- **Communicate**, at least weekly, and share updates with honesty and empathy.
- **Introduce benefits** that help employees ease the burden such as additional PTO for taking care of self or sick employees or subsidies for internet or ergo-friendly home desk or equipment.
- **Empower ERGs** to effectively listen and offer solutions that uniquely meet the needs of your diverse employee base.
- **Consider suspending performance management** or performance evaluations for the year to relieve this additional burden on employees.
- **Consider creating a kitchen cabinet of HR leaders** to effectively field concerns as they come up and discuss the best ways to respond.

- Be **conscious of sending emails after hours** or ways in which leaders contribute to the existing blurring of lines between work and home life.
- **Increased cognitive load increases the risk of bias.** Be on the lookout for unconscious bias and microaggressions that may increase during this time.
- Handle any **inevitable layoffs** with compassion and offer references and resources where appropriate.
- Consider **additional safety measures** for employees who cannot work from home.
- Continue to **lead with curiosity, courage and connection.**

Culture Considerations

The investments that leaders make in these three months (April, May, June 2020) will have an impact on culture for the next three-plus years.

- **Consider a storytelling campaign** with a company-specific hashtag that encourages employees to share stories around the mission and values of the organization. **These stories will live on and help contribute** to a positive culture long after the pandemic is over.
- **Recognize the efforts of employees** who go over and above in tangible ways.

- **Share best practices to stay physically distant but socially connected.** Consider virtual happy hours, 'bring your kids/pets to virtual meetings' or occasionally checking in on employees to foster strong connections even while employees are out of the office. These strong connections will help with retention risk when conditions return to a new normal.

Other Considerations

- **Phishing attempts are on the rise** by actors that are trying to take advantage of the current situation **and cybersecurity risk may be heightened.** Partner with the CTO to employ company-wide measures to guard against additional threats to the business.